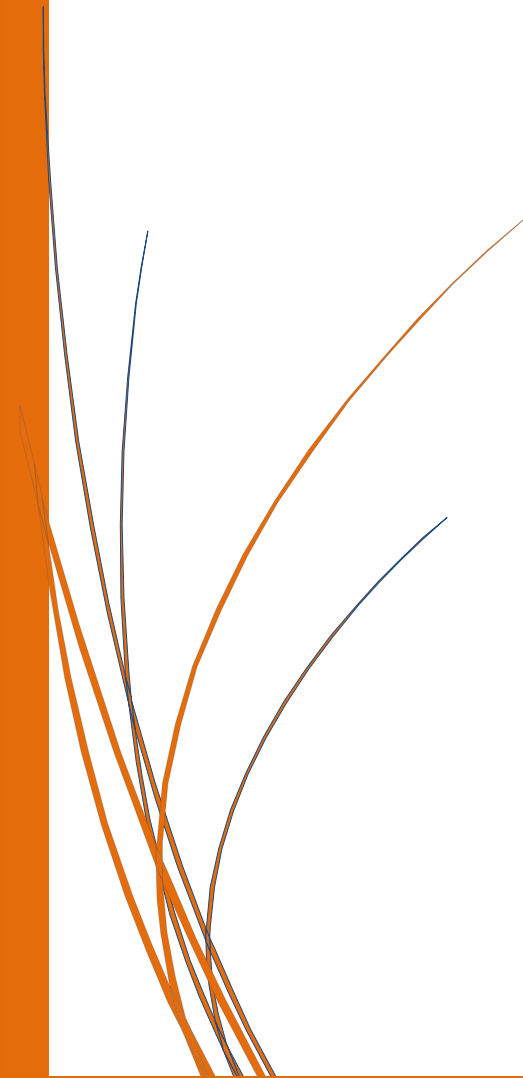


FY2017

Annual Report of Operations

OKLAHOMA STATE UNIVERSITY
FACILITIES MANAGEMENT





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During FY 2017, Facilities Management (FM) continued strong improvements in all areas. Since the kick off the Next Level Initiative in 2015, in which FM underwent a complete organizational transformation, the focus has been on continuous improvement and the development of a culture of customer service.

FM went further to solidify the transformation by developing written business plans that will hold the organization accountable and drive performance. The plans are the FM Strategic Plan FY 2018 – 2022, FM Annual Operational Plan, FM Report of Operations and the Campus Master Plans.

In 2017, APPA selected FM to receive the Effective and Innovative Practices Award for the Next Level Project. This is a very prestigious honor and we, at FM are pleased that our Next Level Project received recognition by APPA who are leaders within the educational facilities profession.

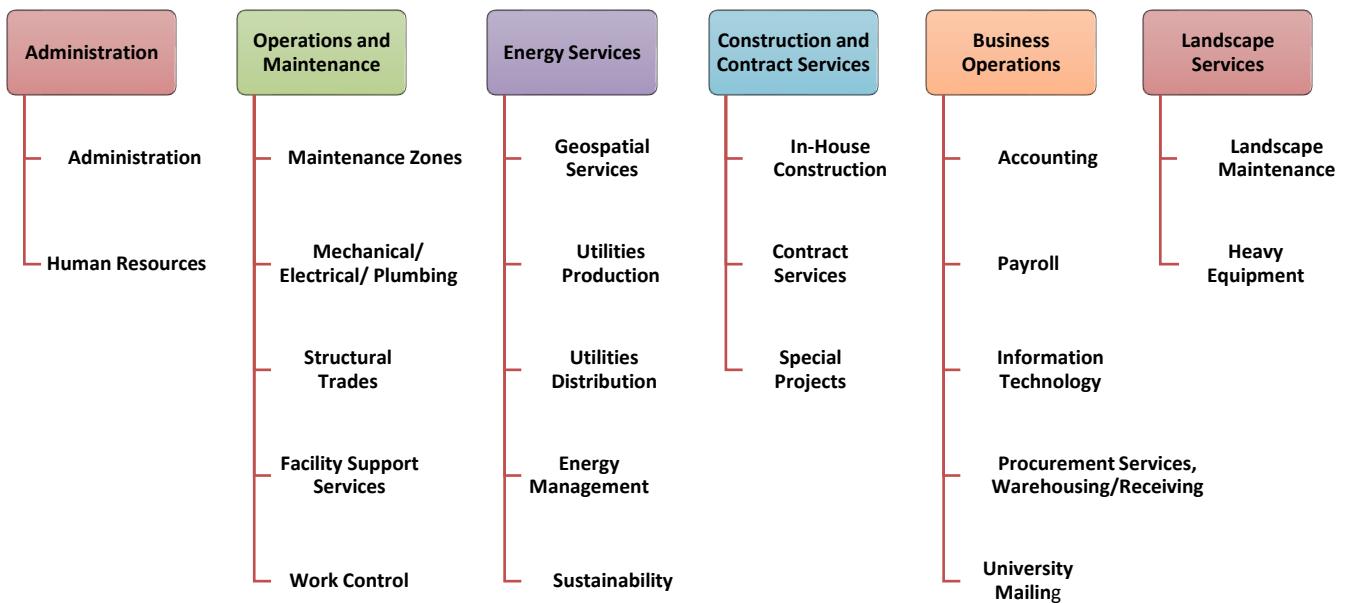
The FM departments should be very proud of the many accomplishments they achieved in FY 2017. The Report of Operations highlights the key achievements to bring awareness of the valuable service FM contributes to the success of Oklahoma State University.

Ron Tarbutton

Chief Facilities Officer

I. OSU Facilities Management

OSU Facilities Management (FM) is comprised of six departments, each providing a unique set of services for OSU. The chart below identifies the services provided within each of the six departments. FM is responsible for the maintenance and repairs for the OSU General University, which encompasses in excess of 4.7 million gross square feet and landscape services for over 800 plus acres. Please refer to the [FM Guide to Services](http://fm.okstate.edu) located at fm.okstate.edu for additional detailed descriptions of the services FM provides to the OSU General University.



Mission Statement

We serve faculty, staff, students and the community by creating and maintaining a safe and inspiring campus environment to support the OSU mission of education, research and outreach.

Vision Statement

OSU Facilities Management will be nationally recognized for providing excellence in the management of educational facilities.

FM Strategic Plan 2018 – 2022

Strategic Goals

By achieving the these broad strategic goals, FM will successfully achieve the FM Mission and Vision for the organization to become recognized for providing excellence in the management of educational facilities.

Goal 1: Customer Focus

- Create a customer-oriented organization focused on building and sustaining relationships that ensure customer needs are understood and acted upon.

Goal 2: Employee Focus

- Cultivate an environment of creativity, growth, knowledge & innovation that generates a workforce that is highly motivated, well trained and effective.

Goal 3: Performance (Service Delivery)

- Assess performance using established standards, information and analysis to evaluate and drive innovation and cost improvements.
- Provide timely, accurate and meaningful communication that creates connectivity and collaboration both internally and externally.
- Develop processes, procedures and technology that will continuously evolve to meet current and future needs to ensure efficient & effective service.

Goal 4: Planning & Financial

- Establish strategic goals, annual operating objectives, and key performance indicators to align the organization to achieve success.
- Demonstrate stewardship by providing efficient and effective services and maintenance of assets and facilities.

Goal 5: Sustainability

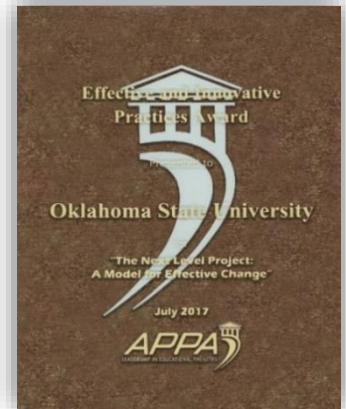
- Demonstrate responsible leadership in sustainable and environmentally friendly practices.

APPA 2017 Effective & Innovative Practices Award

OSU Facilities Management earned APPA's 2017 Effective and Innovative Practices Award for *The Next Level Project: A Model for Effective Change*

The Effective and Innovative Practices Award recognizes new programs or significant restructuring to existing programs that enhance service delivery, lower costs, increase productivity, improve customer service, generate revenue, or otherwise benefit the educational institution.

"It is very gratifying for our department to be recognized for this project that is focused on improving customer service, accountability and efficiency in the area of facilities management. "This project has been vital to the success of the department and the overall function of the campus," stated Ron Tarbutton, FM Chief Facility Officer.



Facilities Management representatives accepted the award at the 2017 APPA Conference in San Francisco July 21, 2017.

Left to Right: Siemens APPA Business Partner, Steve Hoiberg, FM Representatives: Renee Smith, Marla Boles, Jenelle Feddersen, Ron Tarbutton, Jeff Sweeden, and President of APPA, Chuck Scott.

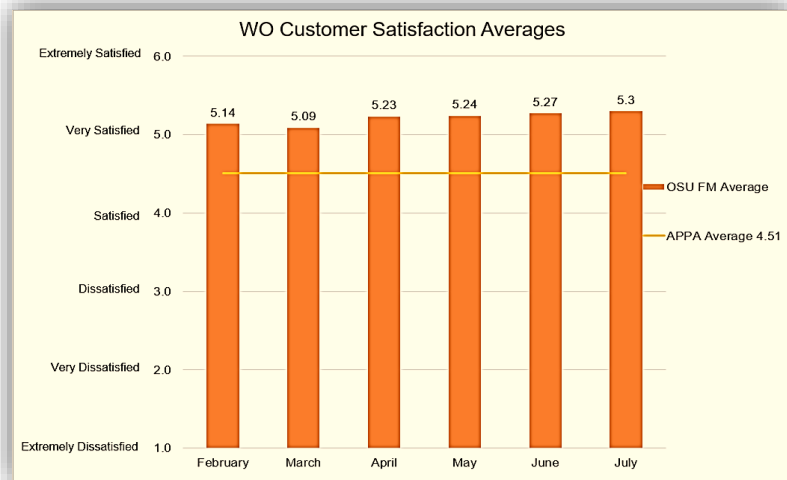


II. FY 2017 Performance of Key Metrics

As part of the Next Level Project, FM established Key Metrics to ensure alignment of work activities that will achieve the FM Strategic Plan.

Work Order Satisfaction Metric

Survey results of greater than 5.0 continue to exceed the APPA National Average of 4.5.



Metric goal is to exceed the APPA average for customer satisfaction. APPA is a recognized leader in facilities management within the educational environments. FM uses APPA Facilities Performance measures as best practice-benchmarking guide for continuous improvement.

Customer ratings of “dissatisfied” requires a follow-up by the FM Zone Manager to understand the dissatisfaction, take necessary steps to resolve, and share with employees for learning opportunities.

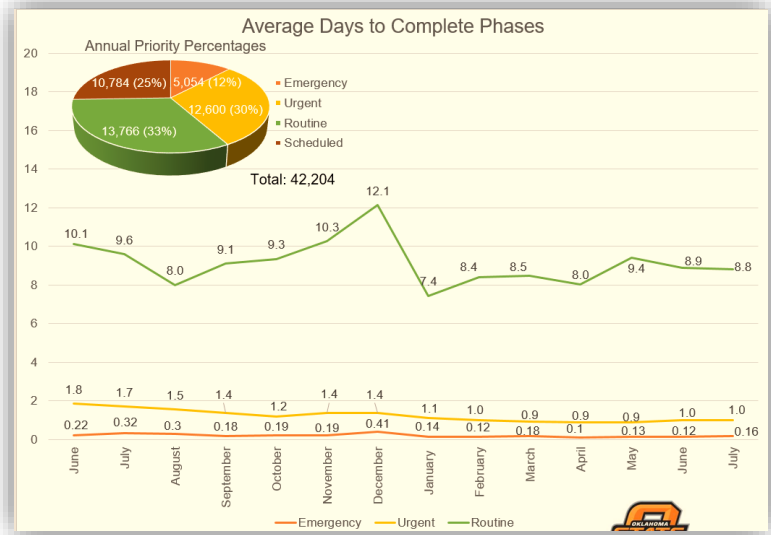
The metric is the average of four questions from work order surveys sent at the closure of every work order.

Survey questions:

1. Was the work completed in the established time frame?
2. Was the customer satisfied with the quality of the work performed by FM?
3. Did FM personnel exhibit courtesy and professionalism?
4. Did FM keep the customer informed about the progress of their work?
5. Additional comments the customer would like to share with FM (optional field)

Average Days to Complete Work Order Phases Metric

The completion time of phases decreased to just over 7 days for routine, 1 day for urgent, and less than .25 days for emergency requests exceeding the response time by priority



The Average Days to complete work order phases metric displays the average time FM completes a work order phase based on the priority of the work order.

Metric goal is to achieve work phase completion within the below established priorities.

Emergency – Unscheduled corrective activities that require immediate attention to restore a critical piece of equipment whose failure could threaten the safety of personnel or cause damage to other equipment or building systems. **Response Time: Immediate**

Urgent – Unscheduled corrective activities where the problem does not pose an immediate safety hazard, but requires a prompt response. **Response Time: 1 work day with completion within 3 work days.**

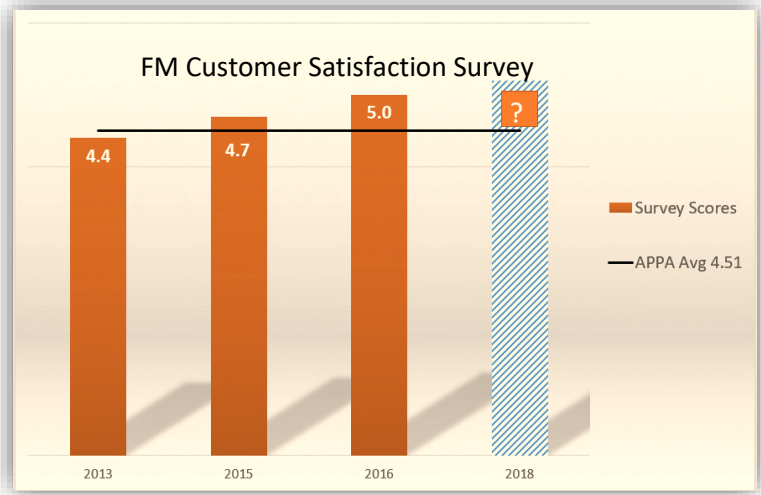
Routine – Minor day-to-day repair jobs and small, fee-based requests. **Response Time: 7 work days with completion within 20 workdays.**

Scheduled – Requests for regularly recurring preventive maintenance actions, event related support, major repairs, minor alterations and renovations. **Response Time: Scheduled.**

All three-customer satisfaction measures continue to outperform the APPA average.

Annual FM Customer Satisfaction Survey Metric

*measure of customer satisfaction for all FM departments. A third party firm administers the survey to all OSU deans, directors and department heads annually

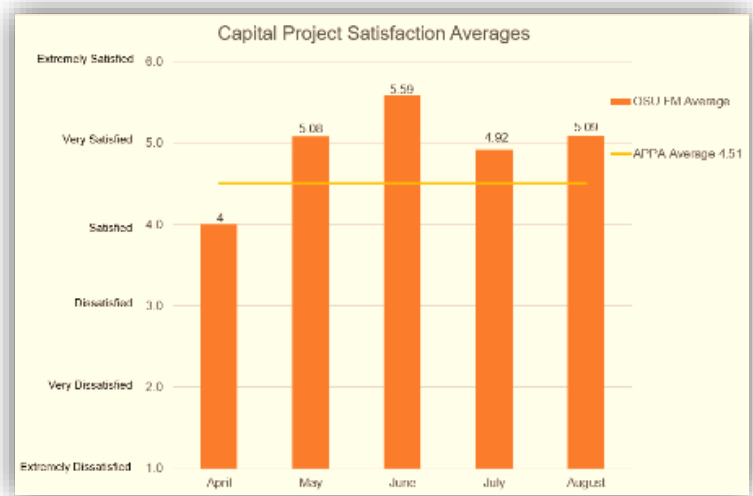


FM Custodial Satisfaction Survey Metric

*measure of customer satisfaction with custodial services

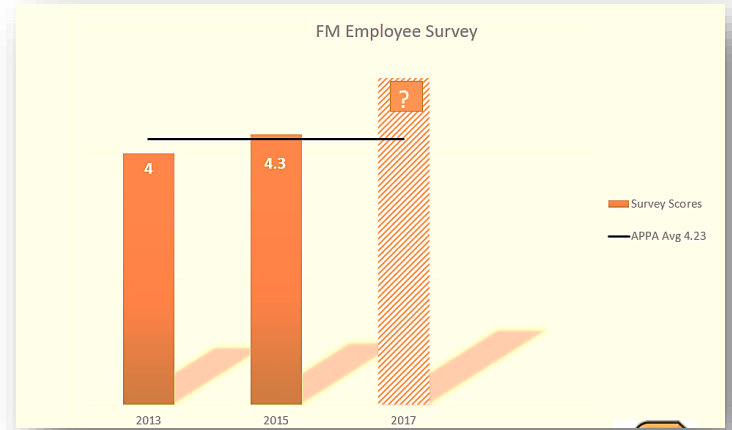
FM Capital Project Satisfaction Survey Metric

*measure of customer satisfaction on completion of capital projects



Biennial FM Employee Engagement Survey Metric

The 2015 score reflects an increase from 2013 and slight increase over the APPA national average of 4.23

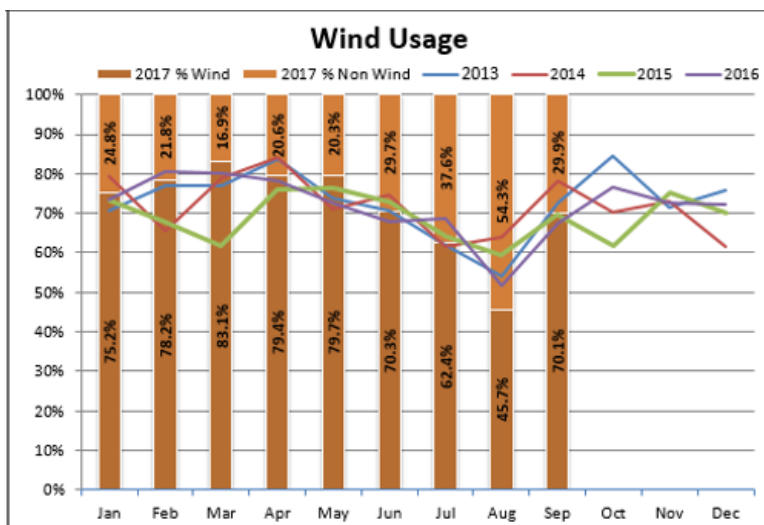
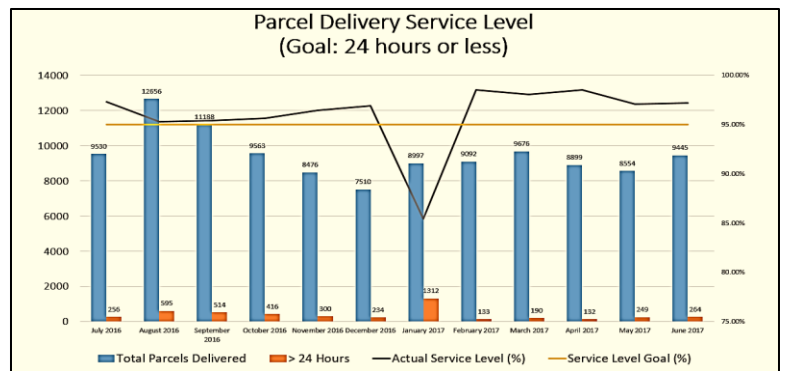


The employee engagement survey is a biennial comprehensive survey administered by a third party firm. The survey covers topics such as the general organization, career growth, culture, expectations, safety, leadership, teamwork, training, compensation and job satisfaction. The 2013 survey was a baseline survey prior to the Next Level project and the 2015 survey was just 8 months following the implementation of the Next Level initiatives. FM will conduct the next survey in the fall of 2017.

University Mailing Services – Parcel Delivery Service Metric

UMS served 12,918 walk-in customers and sorted/processed over 1.5M pieces of mail in FY17

UMS delivered 164,000 parcels in FY17 with an average on-time delivery of 96%.



Wind Energy continues to supply approximately 70% of total electrical power requirements.

III. FM Department Highlights

Operations and Maintenance

The Operations and Maintenance (O&M) department is responsible for maintenance, repairs, preventive maintenance, signs, recycle, moves/events, HVAC, asbestos, furniture/upholstery repair, and work control for both the general university and many of the auxiliary organization properties of OSU. Below are some of the key accomplishments over the past fiscal year.



O&M completed elevator upgrades, funded by Master Lease that improved direct digital controls, fire fighter recall systems, and cab interiors. The elevators completed were located in Animal Sciences, Gunderson, Life Sciences West, Human Sciences, Math Sciences, Whitehurst, Veterinary Medicine, Scott Hall, and the Water Treatment Plant.

Improvements to the building exteriors in Engineering North, IBA Hall, Student Health, Human Sciences Courtyard, Life Sciences West, Agricultural Hall, and Parker Hall.

O&M Staff performed painting, power washing natural stone, and sealing the exterior envelopes.



O&M responded to two major earthquakes and many minor earthquakes during FY17. On September 3, 2016, Stillwater campus experienced a 5.6 magnitude earthquake centered near Pawnee, Oklahoma and another 5.0 magnitude earthquake on November 6, 2016 centered near Cushing, Oklahoma.

O&M responded to the emergency quickly, identified hazards, and recorded damage that had occurred. Because of this quick action, no buildings closed and classes continued on schedule.



O&M, with help from the Deans Facilities Representatives, identified and completed many interior maintenance projects. O&M conducted maintenance painting in areas that were identified to be at their “end of life” including classrooms in Ag Hall and Willard along with hallways in Willard, Life Sciences East, Seretean, and Ag Engineering. O&M also performed many flooring projects and, when funding allowed, shared funding with departments.

O&M painting project phase 1 to paint hydrants to meet NFPA 291 indicating GPM by color with body colored bronze.



O&M Trades performed work in mechanical, electrical, and plumbing during FY17. Notable items that were completed include duct cleaning at Noble Research Center and the Edmon Low Library. Atherton, Morsani-Smith, Davis, Bennett, Veterinary Medicine and other locations received boilers, heat exchangers, and storage tank additions and/or replacements. The air handler, boiler and MDP electrical panel at Bennett Chapel received upgrades and maintenance repairs to the generator at the Henry Bellmon Research Center prevented outages in vital research.

Maintenance/Repairs	}	<ul style="list-style-type: none"> • Reactive, planned and corrective maintenance - over 63,500 work order phases completed in FY 2017
Preventive Maintenance	}	<ul style="list-style-type: none"> • 21,250 work order phases completed in FY 2017 • 5,800 assets added to the PM Program in 139 properties • Periodic inspection, lubrication, adjustment, cleaning, and selective part replacement to extend and maximize the reliability, performance, and life cycle of the OSU building systems.

Business Operations

The FM business operations department provides support services to all areas of Facilities Management and numerous other campus entities. Highlights from FY17 are below.

University Mailing Services (UMS):

UMS is a full service-mailing department that serves the OSU main campus community. As a Certified Postal Unit, UMS personnel perform all services that a post office offers including registering or certifying mail, providing post office shipping supplies and selling stamps. During FY17:

- Sorted and processed over 1.5 M pieces of mail
- Over 608,000 pieces of mail metered on behalf of OSU customers
- Served 12,918 walk-in customers

Procurement Services:

Procurement Services encompasses the Supply Office, Warehouse, and Receiving Dock. Their core services being the purchasing, receiving, and selling of stock items, auditing of requisitions for OSU policy compliance, accounts payable services, and receiving of all inbound freight for OSU departments. During FY17:

- The Supply Office processed approx. 36,000 requisition, purchase order and invoice transactions
- Through their inventory reduction efforts, Warehouse Staff, Supervisor and Inventory Control Specialist reduced warehouse inventory levels by **62%** from 2010 levels
- The warehouse issued 17,596 counter releases to FM work technicians
- Receiving Dock personnel processed over 4,200 packages containing 362,789 pieces delivered by contractors
- Over 11,000 deliveries were made to or shipped from the Central Receiving dock

Fiscal Operations:

Fiscal operations comprises accounting and payroll services to FM. Fiscal operations personnel are responsible for the fiduciary activity of FM and payroll functions for **over 400** FM employees.

Information Technology (IT):

The team couples business expertise with FM's current hardware infrastructure and software systems as well as FM developed systems to enhance decision making, gauge customer satisfaction, and gain efficiencies when completing everyday tasks. During FY17, FM IT completed **23 projects** to enhance FM functionality, effectiveness and efficiency.

Measuring Customer Satisfaction is important to OSU Facilities Management. The Business Systems and IT group teamed up to create, generate, and distribute surveys to measure customer satisfaction for Custodial Services and Construction Projects. This same group modified the Work Order Surveys to be consistent with APPA's six-point scale.

Creating FM business efficiencies is an area of focus for the Business Operations group. FM Payroll, Accounting, Business Systems, and IT teamed with campus departments Financial Information Management, Central Information Technology and Human Resources IT to develop, test and deploy an internal process for FM billing and payroll activities that avoided duplicate entry of customer account billing and FM employee payroll records.

Additional Highlights:

Barbara Dobson, UMS Coordinator, received the Lou Eichler Award for Excellence from NACUMS President Kenny Greene in Pittsburg, PA on July 9, 2017. Barbara received the highest honor awarded by NACUMS, given to candidates who have made significant contributions in the College and University mailing industry and is a proven leader among college and university mailing services managers, and has a minimum of ten years of active involvement in the mailing industry.



UMS collaborated with Pete's Pet Posse, a pet therapy program, to implement a centralized food maintenance, storage and pick up venue for owners to pick up food from the UMS location.



Axle, a 2017 member of the OSU Pete's Pet Posse. Axle is a miniature schnauzer owned by Chad and Toby Tucker. Chad is the FM Ast Supervisor in Facility Support Services and Toby works in OSU Human Resources.

Energy Services

Energy Management

- The energy management program received the Henry Bellmon Award (pictured) for Responsible Economic Growth.
- Energy Services’ Energy Management team created the prestigious Energy Leadership Award that recognizes and awards campus groups for being active partners in reducing the University’s energy costs through education and positive impact behaviors.
- Energy Services’ Energy Management team helped produce an OSU system-wide savings of more than \$43M since July of 2007. Of which, over \$4M was from the Stillwater campus during FY17.



System-wide Savings (July 2016 – March 2017)		
OSU – Stillwater	\$4,413,185	18.7%
OSU – Oklahoma City	\$315,313	37.1%
OSU – Tulsa Campus	\$282,235	31.8%
OSU Tulsa – Center for Health Sciences	\$317,418	32.2%
OSU IT – Okmulgee	\$333,017	35.2%
Total Savings (9 months)	\$5,661,168	20.8%
Percent Savings Based on CY 2006 Baseline		
System-wide Savings (July 2007 – March 2017)		
OSU – Stillwater	\$34,652,873	15.5%
OSU – Oklahoma City	\$2,387,919	26.5%
OSU – Tulsa Campus	\$2,569,795	24.8%
OSU Tulsa – Center for Health Sciences	\$2,215,645	26.6%
OSU IT – Okmulgee	\$1,968,396	17.2%
Total Savings (Program To-Date)	\$43,794,628	16.7%

Sustainability

- Approximately 70% of Stillwater campus electricity provided by renewable wind energy.
- OSU maintains a Silver rating from the Assoc. for the Advancement of Sustainability in Higher Education for efforts in measuring and encouraging sustainability in all areas, particularly in operations.
- FM Recycling department provides an infrastructure for students, faculty and staff to recycle cardboard, paper, plastic water and soda bottles, and aluminum cans. Examples: 283 tons cardboard, 4.35 tons plastic bottles, 118 tons mixed paper. The program has a 22% recycle rate for 2017 compared to a baseline of 8% in 2011.
- FM Landscape Services practices sustainability by using compost & mulch.

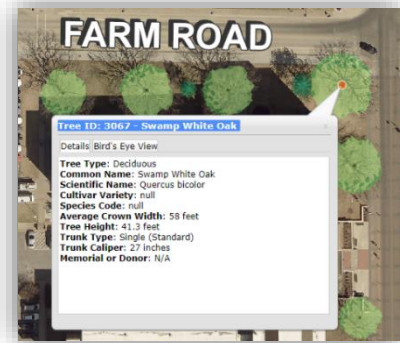
Utilities Production

- Production staff produced 247,460,000 lbs. of steam, 31,449,430 ton-hours of chilled water, received 1,438 after hour work control calls, and treated 299,201,000 gallons of domestic water.
- Successfully implemented improvements to the Lake Carl Blackwell Dam structure by contracting the mowing of the dam and installing a gate, lights, and sump pump system on the water works tunnel system to provide more convenient access for post-earthquake inspections.



Geospatial Systems

- GS team implemented Landscape Services' tree inventory into the campus interactive map
- Moved several Archibus users into Web Central



Distribution Systems

- Developed and implemented career development plans for Electrical Distribution staff.
- Fully implemented preventive maintenance procedures for utility distribution systems.

Utilities Engineering

- Continued management of the Central Plant and Water Treatment Plant Clearwell (pictured) projects.
- Successfully completed the designs and began construction on the new NOC Utilities and SE Campus utilities projects.



Administration

- Orchestrated the development and implementation of career development plans for water treatment plant operators, distribution electricians, and began development of Utility Distribution plumbers and Water Treatment Plant Mechanics.
- Developed the framework for the new AiM standing work orders that will provide better financial clarity for budgeting.



New Central Plant

Central Plant construction and the related utilities distribution system upgrades are moving along and expected to be completed, in December 2017.



The new plant not only produces energy efficient utilities but also supports OSU's educational mission with a 60-seat classroom with opportunities for tangible applications of sustainability and engineering principles in the Production and Distribution areas. The plant will house more than 12,000 total linear feet of steam, condensate return, and chilled-water lines for the

thermal system and over 8,027 linear feet of electrical duct bank and 21 vaults are required to make the plant operational. The Plant's distribution system connects to the existing system by crossing Hall of Fame Avenue at Washington Street.

The new Plant's production will serve not only today's campus utility demand, but will efficiently serve the campus well into the future.

Chilled Water Production will be 31% More Efficient with 12,000 Tons Capacity
Steam Production will be 21% More Efficient with a 220,000 lb./hr. Capacity

Future Hot Water Production

Steam distribution on Campus mostly serves the buildings south of Hall of Fame. Everything north of Hall of Fame has hot water boilers in each building. The design of the Central Plant includes space for steam-to-hot water heat exchangers, so buildings north of Hall of Fame can be tied to a future hot water distribution loop with hot water produced by the steam boilers. The capacity of this design would provide the equivalent heating for about 330 average Stillwater homes.

In summary, the cost savings gained by replacing the existing 1947 Power Plant will result in a projected \$350,000 reduction of annual campus energy costs. With the New Central Plant, Energy Services will continue to strive to provide reliable and efficient utilities to help contribute to the University Mission.

Landscape Services

Travel & Leisure selected OSU as the most beautiful college in Oklahoma in 2017.

Landscape Services employs an average of 65 dedicated men and women who maintain the OSU campus facilities every day. The employees performing mowing, weeding, planting and daily care of the campus grounds are a vital part of the FM Mission to create and maintain an inspiring campus.



36 of 51 Getty Images

Oklahoma State University

An expanse of green grass and the soothing fountain outside the Edmon Low Library set the tone for Oklahoma State. It's a mixture of incredible landscaping and stately halls that create an ideal campus atmosphere. Check out the Formal Gardens, the grand staircases in front of the Student Union, or peaceful Theta Pond.



Landscape Services created many projects throughout FY17, below are two highlights:

OSU's new "front door" visually greets prospective students and families with a "cowboy" welcome while strategically connecting the most visited places on campus, the Student Union and the Alumni Center. Designed and planted by the Landscape Services team in cooperation with numerous supporting FM departments and contractors, the Welcome Plaza epitomizes the educational passage and strong bond of community that exists among the cowboy family, students, alumni and employees. One of the many features in the plaza is two larger-than-life bronze horse statues named "Proud and Immortal" and a bronze saddle sitting atop a fence all sculpted by artist Marrita Black. The mare symbolize the former OSU generation keeping a watchful eye on the energetic foal representing the new generation of OSU students ready to change the world. The Welcome Plaza is an important component of the landscape master plan, which aims to sustain and increase the quality and quantity of green space on the OSU campus.



Further supporting the outdoor space needs of America's Healthiest Campus is a new labyrinth garden located between Morrill Hall and the Bartlett Center. The goal for the garden space, designed and installed by Landscape Services, is to provide a restful retreat location with both seating and walking elements. The labyrinth contains a maze of stone pathways and a trellis designed off the Fibonacci's nature spiral along with 12 benches, soothing plant colors and vines. As the trees mature to provide more shade, the space will easily become one of the most peaceful garden escapes from the busy campus life.



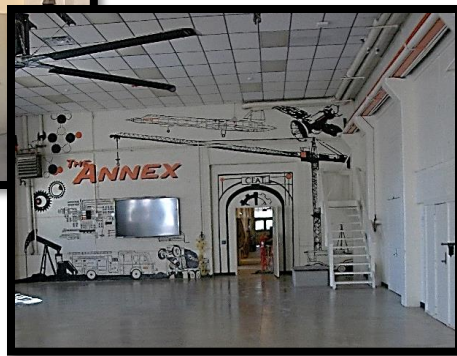
Construction & Contract Services

The Construction & Contract Services (CCS) team consists of the In-House Construction team and the Project Management team. The CCS team worked over 1,000 project work order phases and completed over 300 capital projects.

CCS collectively managed:

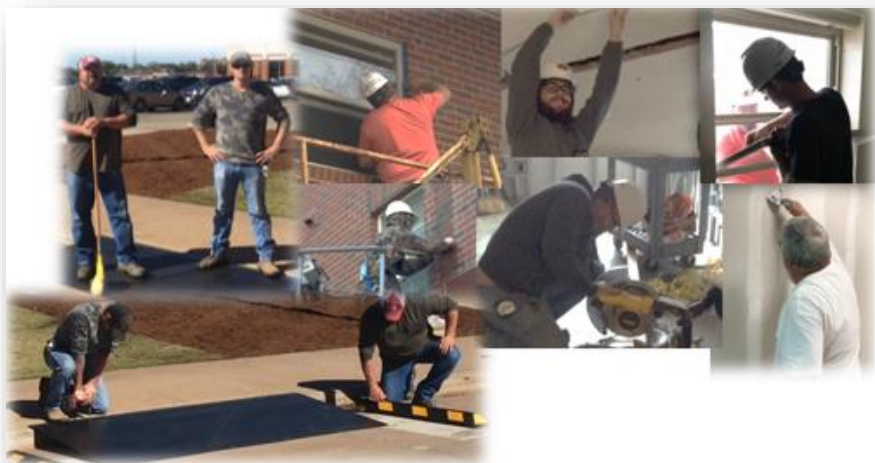
- \$9.2M OSU services contracts
- \$14.3M Capital Projects
- \$31.5M Contract purchase orders

Highlights of projects completed by the Project Management and In-House Construction teams:



Civil Engineering Annex Project: Renovation of over 3000 sq. ft. to provide a new learning environment for CEAT students. New concrete floor, electrical, HVAC, and Life Safety upgrades, new ADA compliant restroom facilities and many aesthetic improvements including new paint throughout and ceiling enhancements. This facility, which initially accommodated 30, now allows 130 students to gather in the code compliant modernized facility.

In-House Construction is comprised of a multi-disciplined construction team that work on projects ranging from networking to demolition to construction to full remodels.



In-House Construction completed renovation at Scott-Parker-Wentz cafeteria, which consisted of taking out booths, painting, electrical, sound deadening panels and the addition of men & women's restrooms.



Installed replacement windows in 80 units for Residential Life Brumley, Stephens, Demaree, Prosser, west apartments.



Stinchcomb Restoration Project:

This project included the replacement of sheetrock, carpet, LVT flooring, wood wall base/door casings, cabinets, and showers as well as painting throughout.

Child Development Lab Project: The Child Development Lab Playground renovation was committed to reconnecting children with nature. The goal is “Return to Nature” and learn through the natural environment. New playground areas such as “Windmill and Music” encourages movement and creativity through music, a “Rain Garden” to provide exposure to native, child-friendly plants and the insects those plants attract. The “Creative Woods” allow for tactile learning with natural elements such as “tree cookies”, and climbing logs, as well as, a serene play area surrounded by native grasses and a screened walking path.



This space was originally designed to a \$500K budget, but due to funding shortages, FM, the designer, contractor and owner worked to identify a priority list of components that brought the project in under \$400K, and allows for future additions to the play and learning areas.

Administration & Human Resources

FM is the recipient of the America's HEALTHIEST Campus 2017 Certified Healthy Department at Oklahoma State University presented by the Department of Wellness. FM promotes a healthy lifestyle by encouraging flu shots, participating in health screening, adding healthy snacks such as fruits to FM events and creation of the new Work Readiness Program.



FM kicked off a new wellness program called Work Readiness. Work Readiness provides dedicated time at the beginning of a shift to share announcements, safety reminders, and perform light physical stretching to prepare for the workday.

Pictured are employees of the FSS Moves Department going through their morning readiness program.



J.D. Parnell, FM Employee of the Year.

JD started his career at FM as a student in the summer of 2011 while he worked towards a Landscape Contracting degree from the College of Agriculture. John Lee, JD's supervisor stated, *"JD is one of the most reliable men I've met; he takes his professional title and position very seriously. He carries that throughout everyday tasks like coordinating and installing large projects. As a team leader, he runs a responsible and safe crew"*.

FM promotes work place safety in various ways such as safety training classes and safety awareness reminders. In conjunction with the campus wide OSU Safety Awareness campaign, FM held a safety event, which included safety demonstrations, popcorn snacks and a safety quiz. Pictured on the right, is the safety awareness event. Below is Gregg Hogan, EHS Safety Officer, conducting safety training.



FM recognizes employee achievements in completing training programs offered through OSU HR Training Services. 17 employees completed the Ambassador Program, 17 employees completed Supervisor Academy, 3 employees completed the Leadership Development Program and 1 employee completed the Advanced Leadership Program. In addition to the above, employees also completed training programs with APPA, AiM and university degree programs.



In August, FM held the annual “All Hands” employee meeting. This employee communication forum conveys current FM business, achievements, employee recognitions and employee Q&A.



On February 16th, FM employees gathered to celebrate the 2nd anniversary of the rebranding from Physical Plant to Facilities Management. It was 2 years ago that FM implemented the Next Level Project initiatives and adopted a new operating model. It is with the dedication of the FM employees that the success of Next Level has sustained and continues to grow each year!



80-year-old Bur Oak tree lives on...

The 80-year-old Bur Oak tree on Washington Street had to be harvested for construction of utilities distribution systems connecting the new Central Plant with main campus. The tree was harvested by Brian Eshleman and milled on site by Brad Mills. Steve Cookerly organized transporting the lumber from the site to the FM In-House Construction shed, where it was stacked to dry for ten months. Benches built from the lumber are for the Central Plant foyer and Observation Room. The benches were designed by Curtis Cooper and Ruby Ladd, built by Richard Evans and Monty Mayes, and finished by Bob Edwards.





OSU Facilities Management FY2017 Annual Report

Senior Management Team

Ron Tarbutton, Chief Facilities Officer
Steve Dobbs, Director Landscape Services
Gabe Dreiling, Director Construction & Contract Services
Renee Smith, Director Business Operations
Craig Spencer, Director Energy Services
Jeff Sweeden, Director Operations & Maintenance

Facilities Management: (405-744-7154)/fm.okstate.edu
Customer work request portal: workorder.okstate.edu/Customer