



FACILITIES MANAGEMENT  
COLORADO STATE UNIVERSITY

# Progress Report 2022–2023



# Message from Tom Satterly, Associate Vice President of FM

Greeting Facilities Management Team!

Our second edition of the Facilities Management Progress Report recognizes both FM's achievements and the significant value we provide through services and contributions that enable CSU's academic, research, and outreach missions.

The FM team provides responsive, cost efficient, and expert facilities services. For instance, our Remodel and Construction Services team routinely saves CSU an average 20% on renovation and maintenance projects. When comparing FM to the private sector, i.e., Private-Public Partnership (P3) services, we documented \$200,000 in savings over five years had FM provided those O&M services for the same building. In addition, FM energy experts mentored our P3 partner to save energy through reducing utility consumption by an average of 40% (\$10,000/month) on the Translational Medicine Institute—read more on page 15!

Our FM team also leads the campus in promoting clean and energy-saving technology, universal building standards, ADA accessibility, green clean products, composting to divert waste from local landfills, and the list goes on! Please take a moment to learn more about your FM team's value and noteworthy contributions to CSU, and celebrate a job well done!

As many have heard, I'm retiring after eight terrific years at CSU. My final day will be April 5, 2024.

With pride and respect,

Tom

Go Rams!



**Tom Satterly, P.E.**  
**FM Administration**

Photo on front cover: Lory Student Center at night, north entrance.

## Meet the FM Leadership Team

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**Gargi Duttgupta**  
Campus  
Planning



**Mike Rush**  
Capital Design &  
Contract Administration



**Ashraf Fouad**  
Engineering &  
Capital Construction



**Valerie Hughes**  
Finance &  
Accounting



**Michelle Tate**  
Human  
Resources



**Michael Dobbins**  
Information  
Technology



**Sandy Sheahan**  
Operations  
Management



**Dan Kozlowski**  
Remodel &  
Construction Services



**Karin Rees**  
Program Assistant  
FM Administration

FM VALUES: GOOD STEWARDS - CARING - COLLABORATIVE - PROGRESSIVE - EXPERTS



# Facilities Management Profile 2023

## FM Transitions - Fiscal Year 23



**92**

New FM Employees



**46**

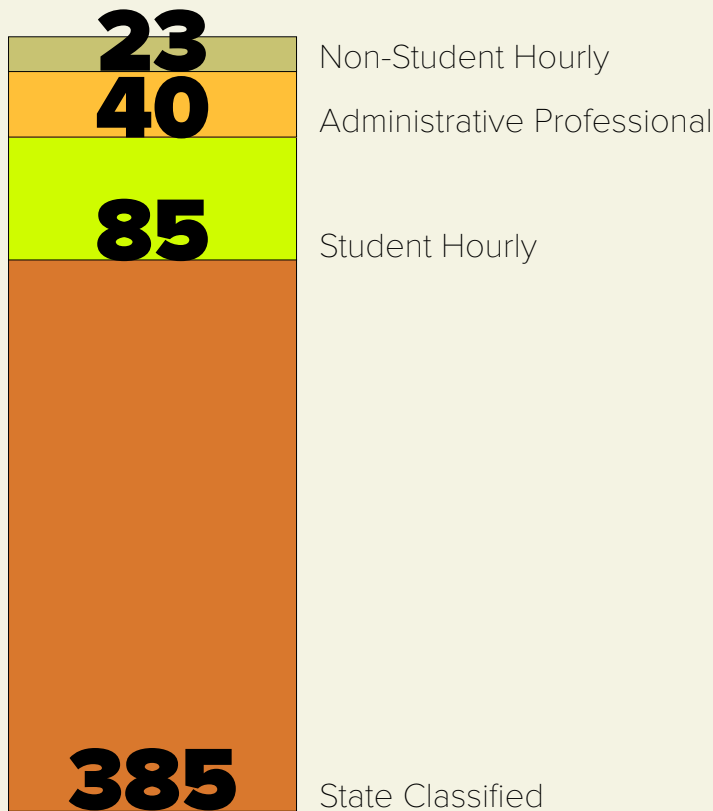
FM Promotions



**14**

Retirements from FM

## FM Employees by Classification - August 2023



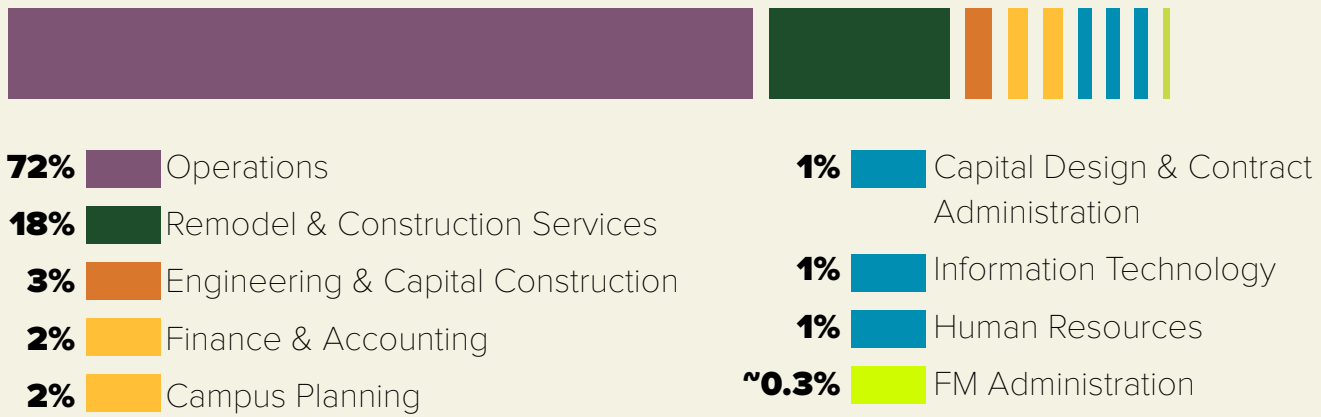
Facilities Management is the department representing the most State Classified employees at Colorado State University.

**533**

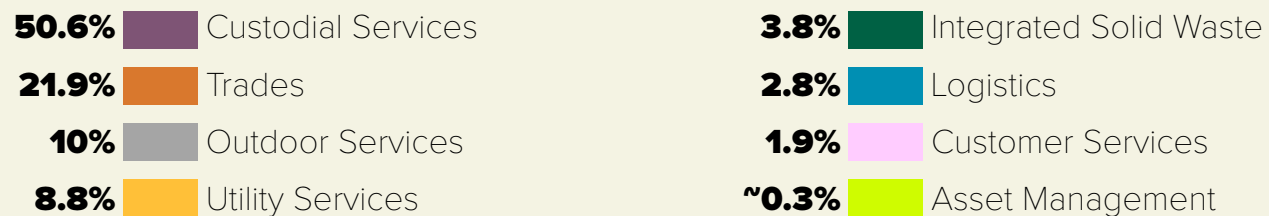
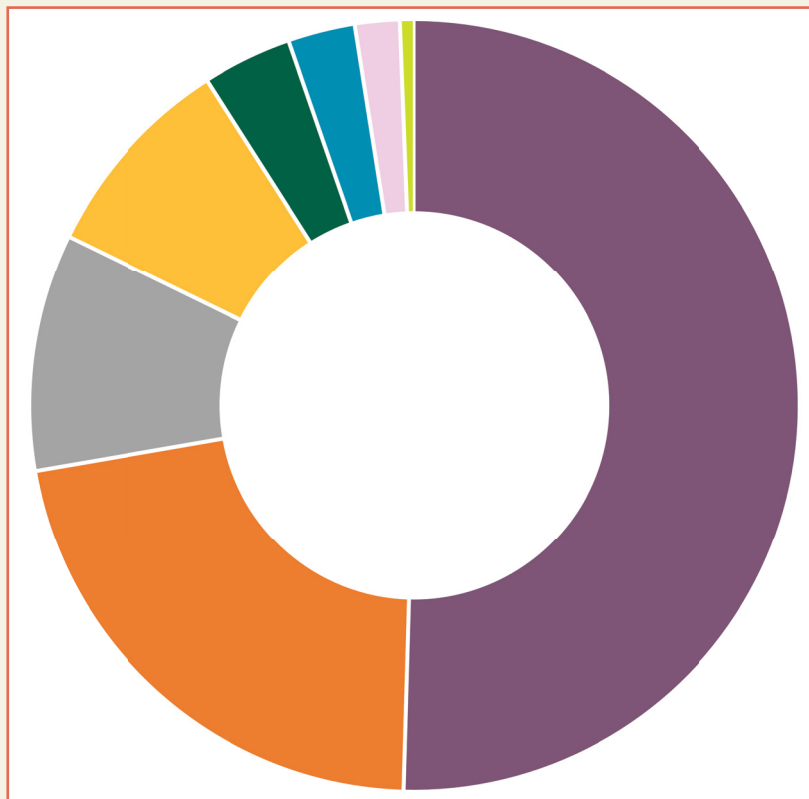
Total Employees



## FM Employees by Section - August 2023



## Operations Employees by Group - August 2023



# FM Charge Rate & Budget

## Why does FM have charge-out rates?

Facilities Management develops annual charge rates to cover the direct cost of providing services to campus.

## What is included in the charge rate?

Included in the rate is both the labor and material necessary to ensure buildings are safe and clean for an exceptional learning and living environment, campus wide.

## How does FM ensure we are charging the correct rate?

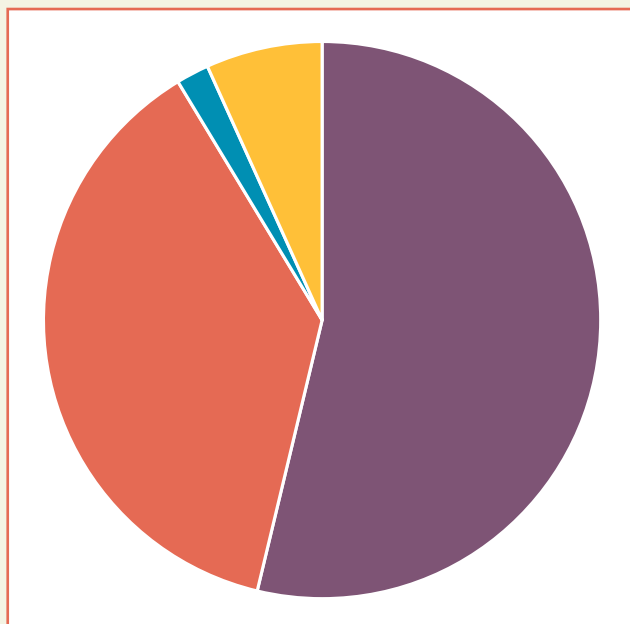
Each section within FM evaluates the cost of doing business. We make certain to cover our costs, without overcharging our customers. Billing rates must be approved by Business and Financial Services - Campus Services a minimum of every two years.

## FM Annual E&G Budget Overview

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Provided by CSU Central Administration, the Education and General (E&G) annual budget is comprised of operation and maintenance (O&M) which includes services to maintain the functions of campus facilities and grounds as currently designed; utilities; public private partnerships (P3); and an energy reserve fund.

Note: The E&G budget does not include Remodel and Construction Services, major maintenance e.g., controlled/deferred maintenance, capital construction, or grants.



**54%** \$25,208,245 O&M  
**37%** \$17,635,166 Utilities  
**7%** \$3,168,758 P3  
**2%** \$891,729 Energy Reserve Fund

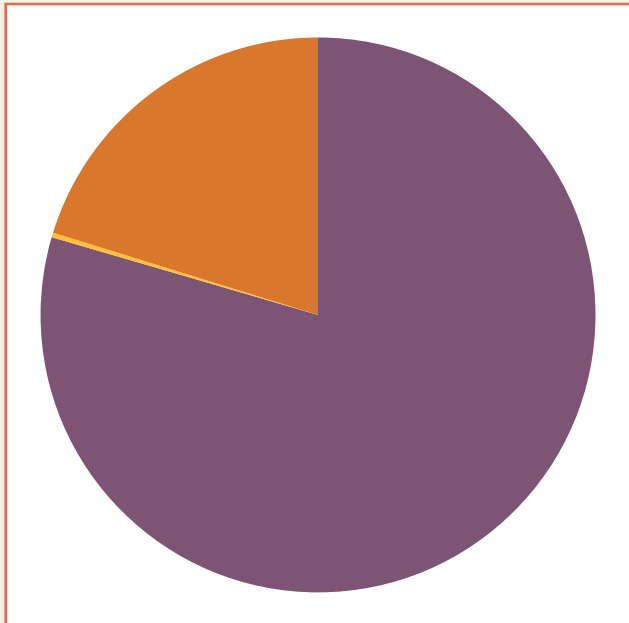
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**\$46,903,898 Total E&G Budget**

## FM Operations & Maintenance Budget

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O&M services include but are not limited to custodial, preventive maintenance, trades, grounds, integrated solid waste and recycling, minor routine repairs, and programs to support these services. These programs include maintenance engineering; planning, design, and construction; maintenance contingency for minor repair projects; employee initiatives for morale, recognition, inclusive excellence; Finance and Accounting; Information Technology; and Human Resources.



- 80%** \$20,045,647 Operations
- 20%** \$5,093,771 Planning, Design, Construction; Maintenance Contingency; Other
- ~.03%** \$68,826 People-Focused Initiatives: Engagement & Recognition, SPARK, Justice Equity Diversity Inclusion

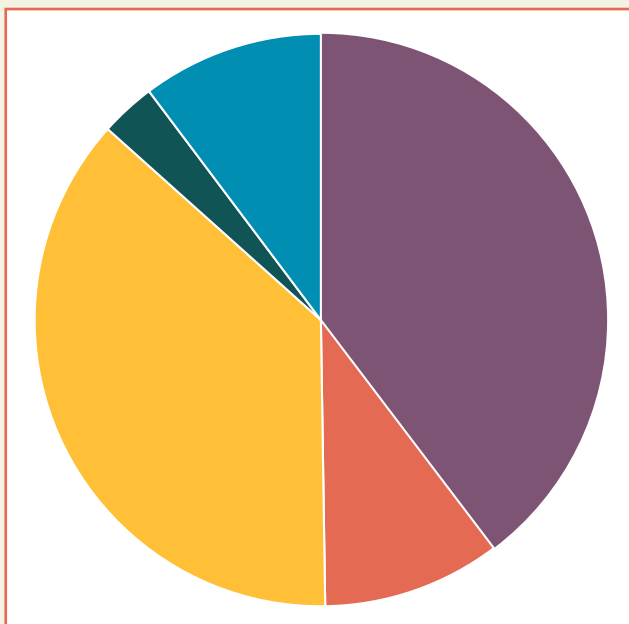
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**\$25,208,245 Total O&M Budget**

## FM Operations Budget in Detail

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The Operations budget includes routine planned and unplanned services, and minor maintenance to ensure campus facilities and grounds perform as currently designed at a specific level of service.



- 40%** \$7,952,546 Trades
- 37%** \$7,390,527 Custodial, Composting, Integrated Solid Waste
- 10%** \$2,055,579 District Heating & Cooling
- 10%** \$2,021,832 Outdoor Services
- 3%** \$625,162 Environmental, Sustainability, Maintenance Engineering

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**\$20,045,647 Total Operations Budget**



# FM Expertise & Training

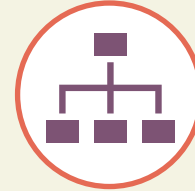
## Licensure & Certifications

Our team represents **3,267** years of experience at CSU FM in our respective fields of expertise. Additional expertise among the team includes these achievements.



**111**

Completed Associates, Bachelors, or Advanced Degrees



**37**

Completed Supervisor Development Requirement or Program



**25**

Completed Creating Inclusive Excellence Program



**24**

Licensed & Master Electricians



**23**

Grounds Certifications



**17**

Completed CSU Safe Zone Certification



**14**

Licensed Plumbers



**13**

Registered Professional Engineers, Licensed Architects & Landscape Architects



**12**

APPA Professionals



**9**

LEED Accredited Professionals



**1**

Compost Certified Professional

## My Learning via Bridge Learning Management System

**151**

Individual learners  
took courses

**Professional Development  
& Compliance Training  
for FM Employees  
Fiscal Year 23**

**532**

Course enrollments  
completed

### Mike Broadbent, Training & Safety – FM Human Resources



**Years with FM:  
10 years**

#### What would you say was your biggest work accomplishment this year?

I achieved an ASP certification – Associate Safety Professional through the Board of Certified Safety Professionals.

#### What new safety projects did you work on?

Remodel & Construction Services, Engineering, the Operations–Trades Group, and I collaborated to begin monthly safety meetings within the electrical trades, starting with NFPA 70E/ Arc Flash safety this April 2023.

Special thanks to all employees who see and report safety issues.

### Training & Safety Arranged by FM Human Resources – Fiscal Year 23

**7,293**

Professional Development  
Training Hours

**3,359**

Safety  
Training Hours

**98**

Training Events  
Coordinated

# Remodel & Construction Services

## PET/CT, Project Manager Brady Carlstrom

- The PET/CT remodel was the first space to be remodeled as part of the larger planned Veterinary Teaching Hospital (VTH) remodel. The construction of the space consisted of both lead-lined sheetrock, shielded/rated windows, and sound-rated sheetrock to increase the comfort level for the animals. Budget, not including the PET/CT, was just shy of \$900,000. Schedule was extremely tight and driven by the delivery of the machine with a late May start finishing up late August 2023.
- VTH decommissioned their original PET/CT scanner in 2023 to make way for the most advanced scanning technology, building the Lucy & Family PET/CT Suite, which is 1,375 square feet, complete with the scanning machine, a holding area, anesthesia and recovery space, and a control room. It was designed with patients in mind—easing the stress of the procedure and improving workflows to streamline the process.
- A PET/CT is a diagnostic imaging tool that allows clinicians to evaluate how their patients' organs are functioning through the use of short-acting radioactive compounds, called radiotracers. These radiotracers accumulate in regions of the body with atypical metabolic function or cellular changes, such as diseased or cancerous tissue. These regions are then highlighted during the scan to show where the patient may have disease or injury.
- This machine will have an enormous impact on the hospital, and ultimately on patient care. The scanner gives invaluable information about patients and how to best treat them.
- *SOURCE* article: <https://www.csuanimalcancercenter.org/2023/10/04/pet-ct-scanner>.





## CSFS Gunnison, Project Manager Steve Kellums

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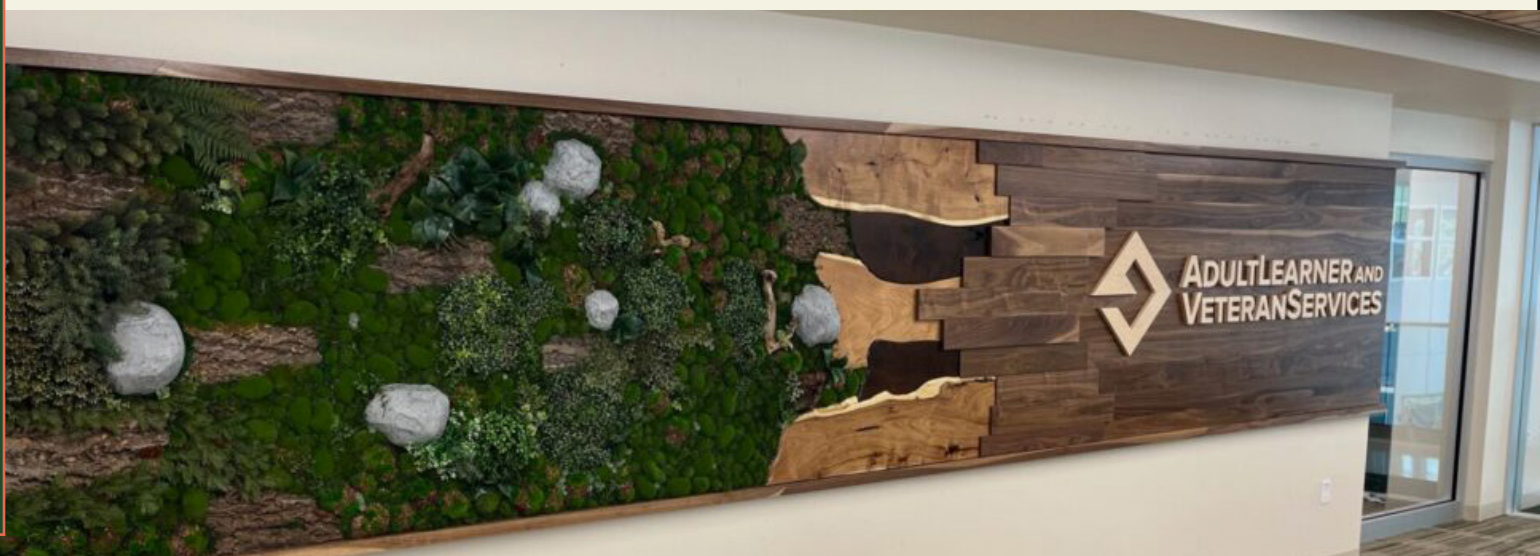


- For many years the Colorado State Forest Service's (CSFS) Gunnison Field Office was located on Western Colorado University's campus, not CSU-owned property. Western Colorado University needed this space for other commitments, so CSU purchased a dedicated property just north of the town of Gunnison for the new field office.
- The property had to be rezoned, converting it from residential to commercial multi-use. The project updated the streetlights and upsized the sewer on the property. The existing house was remodeled to be a commercial office building. They also made significant alterations to the shop building.
- Due to market conditions the project was managed as multiple prime contracts (subcontractors) rather than using a general contractor for the entire scope. This approach ultimately saved the University money and allowed the project to deliver more scope than originally anticipated.
- The project took several years to reach fruition. It was completed late summer 2023.
- The main requirements to develop a property like this, converting it from residential to commercial, include: due diligence reports, appraisals, American Land Title Association surveys, deeds, environmental site assessments, traffic studies, Colorado Department of Transportation access permits, planning commission meetings, easements, sage grouse studies, well permits, site plans, design drawings, plan reviews, code compliance reviews, bid documents, contracts, inspections, extensive accounting efforts, closeout documents, and more!

# Capital Construction

## Lory Student Center Phase III, Project Manager Tracey Abel

- The third and final phase of the Lory Student Center (LSC) renovation to the north portion of the building was completed in 2023, including an expansion of Adult Learner Veteran Services (ALVS).
- Within the renovation Ram Tech was relocated to smaller square footage with a bigger sales margin location. By their willingness to move they created the opportunity for seating on the north end and visual connections to the Bookstore, ALVS, and Off Campus Life, improved wayfinding to the southern portion of the building, and the ability for those utilizing Transfort to be closer while waiting.
- The third floor has all new finishes within the meeting rooms (Never No Summer Ballroom, University Ballroom, and Aspen Grill) creating a cohesive and inviting look throughout the building. Some added spaces include gender inclusive restrooms and a schedulable private dining room in Aspen Grill. The back of house kitchen supporting Aspen Grill was expanded by moving the mechanical electrical and plumbing to the roof to create teaching space for the culinary program.
- Lactation and adult changing rooms were added along with funding to be able to display an African art collection.
- ALVS funded \$9.6M of the project which allowed them to expand their space and program to 8,000 sq. ft. of space, almost four times larger than their previous space, to be able to serve adult learner and veteran populations. SALUTE offices are located on the third floor. After hours, ALVS partners with LSC to share conference room space.
- The project invested half the budget into the mechanical, electrical, plumbing, fire suppression, new telecom, and sound system within the ballrooms. It was the team's goal to make sure the infrastructure was all updated and the space would not need to go through a major renovation again for quite some time.
- LSC article: ["Lory Student Center revitalization project hits the finish line."](#)
- SOURCE article: ["Leveling up: ALVS renovation adds another floor and expands existing services."](#)





## Meet the Capital Construction Project Managers

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The [Capital Construction project management group](#) has new members to introduce to the CSU community. The team consists of five project managers and a project coordinator. The team is supported by Contracts Manager **Kelly Miller** and Project Assistant **Jasmine Hatten**. Each individual has come to CSU with unique experiences within the construction industry. This group along with the support of countless others manage the university's large capital projects, utility projects, civil projects, and act as owner's reps for CSU's Private-Public Partnerships (P3).



**Tracey Abel**  
Capital Construction  
Supervisor



**Tanner Brown**  
Project Manager



**Tony Flores**  
Project Manager



**Chuck Johnson**  
Project Coordinator



**Sarah Maloney**  
Project Manager



**Tony Rojewski**  
Project Manager

## Upcoming Projects

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- Veterinary Health & Education Complex: **\$230M**  
<https://futureofvetmed.colostate.edu>
- Chiropteran Resource Building: **\$11.8M**  
<https://batresearch.colostate.edu>
- Clark Revitalization: **\$136M**  
<https://www.libarts.colostate.edu/clark-revitalization>



Proposed rendering of Clark A Wing.



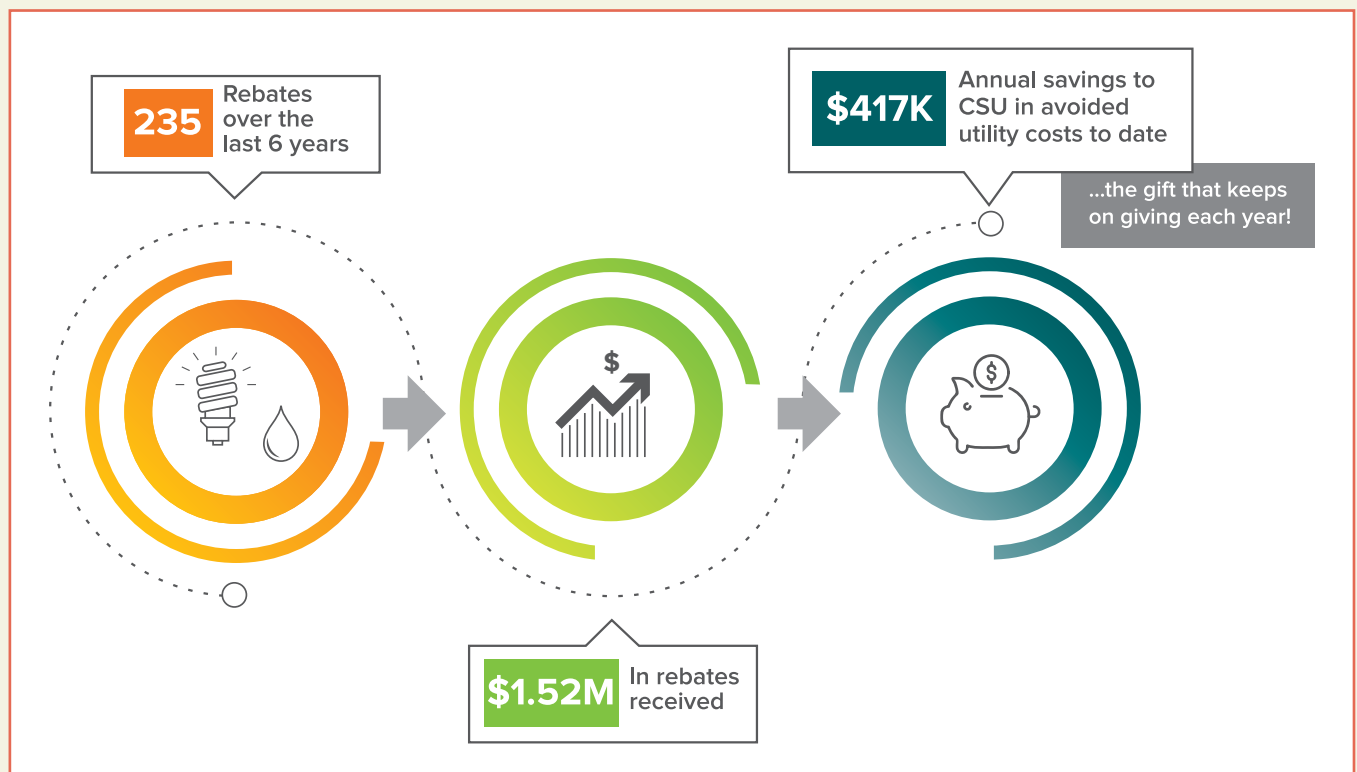
# Sustainability & Energy Management

The FM Sustainability & Energy Management group, a team of two, oversees and initiates a variety of FM and campus-wide operational sustainability projects. This team is focused on energy and water efficiency and conservation, renewable electricity projects, conducts the university annual greenhouse gas emissions inventory, and represents FM on the President's Sustainability Commission, and other CSU sustainability working groups. Among many activities, this team takes a lead role in:

- Oversight of the Energy Reserve Fund (a green revolving fund for energy and water efficiency projects)
- Updates to CSU Climate Action Plan (guiding CSU to reduce greenhouse gas emissions)
- Sustainability Tracking Assessment & Rating System (STARS) – reporting on operational sustainability
- Building energy use benchmarking reporting
- Creating and updating sustainability-related campus practices, policies, and standards

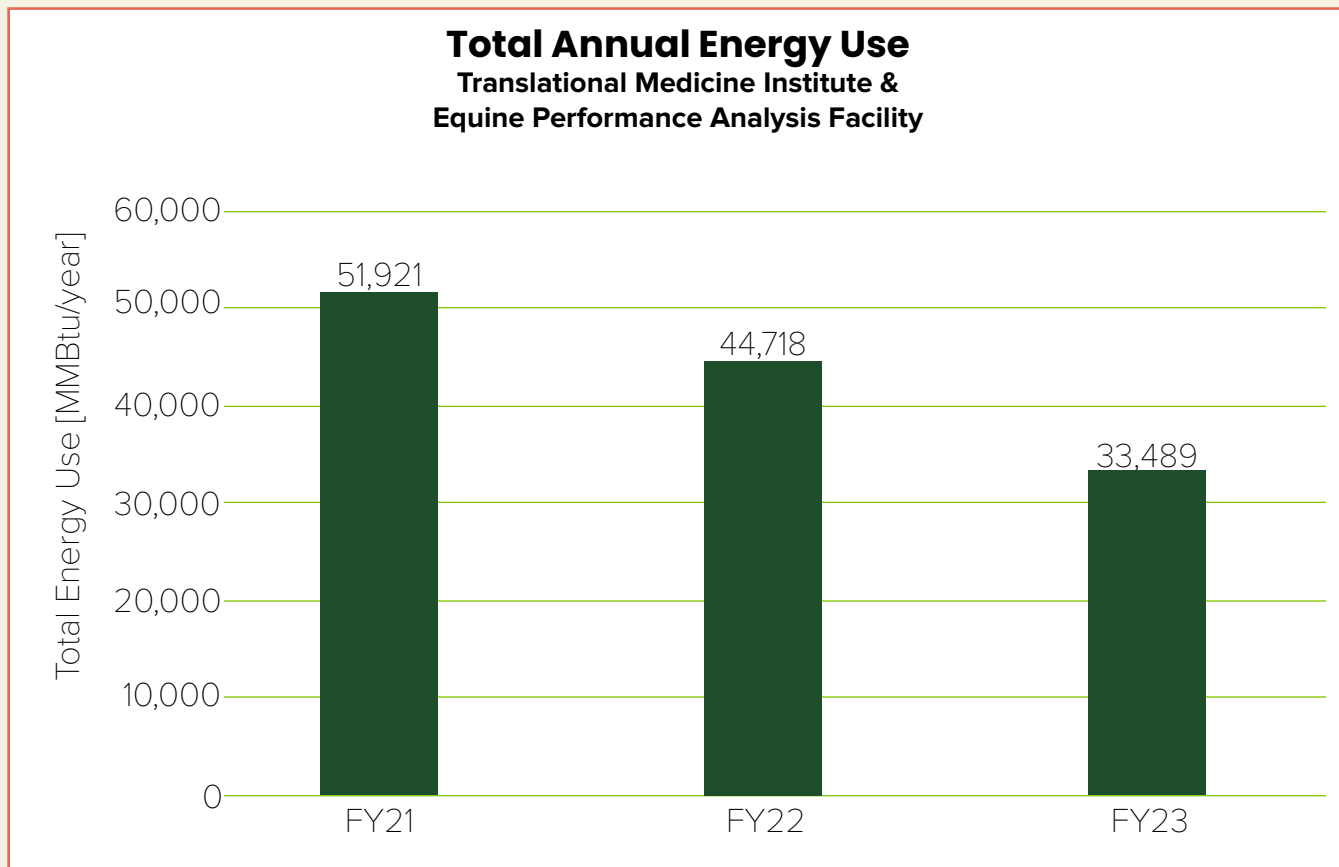
Each year, FM's Sustainability and Energy Management team, along with many campus partners, also complete numerous energy efficiency and water conservation projects across campus. Investing dollars and effort into energy efficiency delivers CSU multiple benefits, such as improved facilities, reduced energy and water use, utility cost savings, and greenhouse gas emission reductions—a win-win.

When efficiency projects are underway, CSU is often an eligible recipient of a rebate from one of our utility providers. The FM Sustainability & Energy Management team manages all the paperwork to secure the rebate on behalf of the partner that funded the project. A rebate is a financial payment to CSU in exchange for using less energy. With each completed energy efficiency or water conservation project, our monthly utility bill is lower because we are using less electricity and less water, saving CSU utility costs for years to come. That is a win-win-win!



## Translational Medicine Institute Energy Savings

Energy experts from FM and an outside consultant mentored Tetrad (P3) staff to fine tune the Translational Medicine Institute building and reduce energy use, down by an average of 40%. The changes included tightening up occupancy schedules, checking for equipment that was operating out of the schedule, and adjusting setpoints. This energy savings was achieved with no capital investment.



## FM & the CSU Climate Action Plan

CSU adopted its first [Climate Action Plan](#) in 2010, and most recently updated it in 2022, which includes the goal of carbon neutrality by 2040. FM is a key player in helping the campus reduce greenhouse gas (GHG) emissions, over 70% which are GHG emissions from energy use in CSU buildings. [More information about CSU's Climate Action Plan and annual GHG inventories here.](#) Since 2010, CSU has grown—and yet, through efficiency and conservation, FM has reduced energy use per square foot.



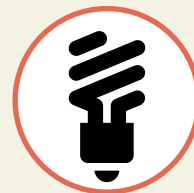
↑  
**31%**

Growth in students



↑  
**37%**

Growth in campus sq. ft.



**21%**  
↓

Reduction in campus energy use per sq. ft.

# Freeze & Floods

In late December 2022 and 2023, Fort Collins experienced extremely low temperatures. A significant amount of damage occurred from broken pipes. In 2022, at Summit Hall, resident rooms experienced freezing in the fire sprinkler lines, flooding multiple resident rooms that had to be demolished and refurbished, including the ceilings, walls, and flooring. Losses such as these across campus, whether caused by human failures such as leaving windows open or severe cold temperatures, are extremely disruptive to normal university business. Recovery often results in water remediation, demolition, and reconstruction that may take several weeks to months and even longer, in some cases. Facilities Management supports the recovery efforts from being first on the scene to managing reconstruction efforts. The total damage from 2022 was estimated to be over \$1.5M. FM works with Risk Management to file insurance claims.

As the CSU campus continues to evolve, management of the floodplain is critical to reduce and minimize impacts to the physical built environment. Efforts to revitalize the Lagoon in 2020 were coupled with increasing the overall detention capacity of the campus in the event of a 100-year storm event. In July 2023, an event of this magnitude took place and the Lagoon stormwater basin proved that the efforts to increase its capacity were worth it. While areas of the campus did flood, and will in these large events, the impact could have been much worse. In the 1997 event, floodwater filled the Oval to a depth as much as five feet in some areas. In the 2023 event the water was localized to a central portion of the Oval and didn't exceed 18 inches in depth. This change in impact is a direct result of the Lagoon basin holding more water upstream of the Oval and slowly releasing the water into the stormwater system of the campus. As the campus changes, efforts to document and model the stormwater impacts are critical to verify that the changes aren't negatively impacting the floodplain. These impacts have the potential to lead to unwanted damage on campus, which has substantial financial ramifications to also manage. More information on flood mitigation at CSU, including animated maps showing the path that floodwater takes on campus, is available on the FM website: <https://www.fm.colostate.edu/floodplain>.





Dec. 2022: Freezing overhead in the water and fire sprinkler lines resulted in significant interior damages. Lower left: Canvas Stadium. Lower right and top: Colorado State Forest Service main office, Foothills Campus.



# Campus Growth

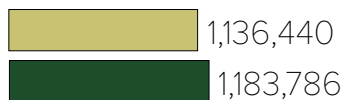
## Increase in Residential Instruction Space

- 2013 Residential Instruction (RI) Gross Square Feet (GSF)
- 2023 Residential Instruction (RI) Gross Square Feet (GSF)

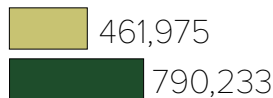
### Main Campus



### Foothills Campus



### South Campus



### 2013 TOTAL

**281** 

RI buildings across 3 campuses

**6,342,269**

RI GSF across 3 campuses

### 2023 TOTAL

**293** 

RI buildings across 3 campuses

**7,401,020**

RI GSF across 3 campuses

### TOTAL over 10 years

**12** 

Additional RI buildings across 3 campuses

**1,058,751**

GSF increase of RI across 3 campuses



## CSU Growth Impacts to Operations – Trades & Custodial Services



**7,843**

Preventative maintenance work orders in FY23



**4,967**

Keys issued in FY23

On average, there are 70 trades workers for 293 RI buildings across three campuses, which equates to approximately four RI buildings or **~105,729** GSF per Trades employee to maintain in 2023.

FM Custodial Services is responsible for **4,229,671** Cleanable Square Feet (CSF) of RI space across the Fort Collins campuses. This is **93%** of CSU's total CSF (4,539,267 CSF). According to the Custodial Management System (CMS) data from a third-party vendor, the recommended CSF per full time employee (FTE) should be 29,870.5. This CMS benchmark is extrapolated from data from their national customer base.



**48,870\***

CSF/FM Custodian FTE on average

\*Recommended CSF/FTE = 29,870.5

Within these parameters, the FM custodial staff currently clean **63% more** per person (or ~19K CSF more) than the recommended amount. To meet these benchmarking standards, FM would need to employ approximately 100 additional custodians, which would increase the FM share of the university budget significantly.



Left: FM Custodian II Kristin Kjer of Team 1 A.M.  
Right: FM Custodian I Laurie Lewis of Team 8 A.M.

Even with these staffing challenges due to budget constraints, Custodial Services has accommodated additional cleaning for heavily used classrooms, lecture halls, and auditoriums due to the increase in first-year students over the last two years. The large restrooms near these classroom spaces went from once-a-day cleaning and stocking of supplies to two to three restocks daily. The student common areas increased to rechecking twice daily to see if trash is overflowing. The CSF numbers above reflect other CSU locations in addition to Main, South, and Foothills Campuses, such as ARDEC, the Environmental Learning Center, and the Early Childhood Education Center among others.

# Scheduling Events: What to Know

- A few years ago, FM was selected to be the central point of contact in coordination of events and functions for campus. This came about because, previously, scheduling had occurred in a decentralized manner. Different calendars were used to schedule events, resulting in conflicts, and necessary processes were sometimes lacking—for example, involving all impacted stakeholders to ensure proper staff coverage, equipment considerations, and service needs.
- Now, all non-academic activities that occur on campus grounds or in academic buildings are coordinated through the [Facilities Management Events Office](#) using one software, [CSU's Event Management System](#). This office, part of the FM Operations - Customers Services Group, is responsible for evaluating each request, determining the various entities that will be affected, and getting their feedback and/or approval. They take into consideration public safety and emergency management, utilities, insurance, and more. The office interprets policy and procedures for requesters, following up on each activity, and approving requests.
- With so many groups holding events—from CSU departments, student organizations, and athletics, among others—management of the necessary support and considerations are essential to campus running smoothly.

## Liz Luna, Events Scheduler – Customer Services, FM Operations



**Years with FM:**

**2.5 years**

### **What was one thing you were excited to learn at work this year?**

It has been exciting to schedule most if not all our Ram Welcome events on campus as well as our Homecoming events throughout campus.

### **What's the best way to spend a weekend?**

I enjoy and feel grateful to be able to get weekends off. A good breakfast is always a plus. I enjoy making home cooked *chilaquiles*, better known as *migas* when you add eggs and or chicken.

## Top 3 Buildings Scheduled for Functions & Events – Fiscal Year 23



**497**

Canvas Stadium



**194**

Translational  
Medicine Institute

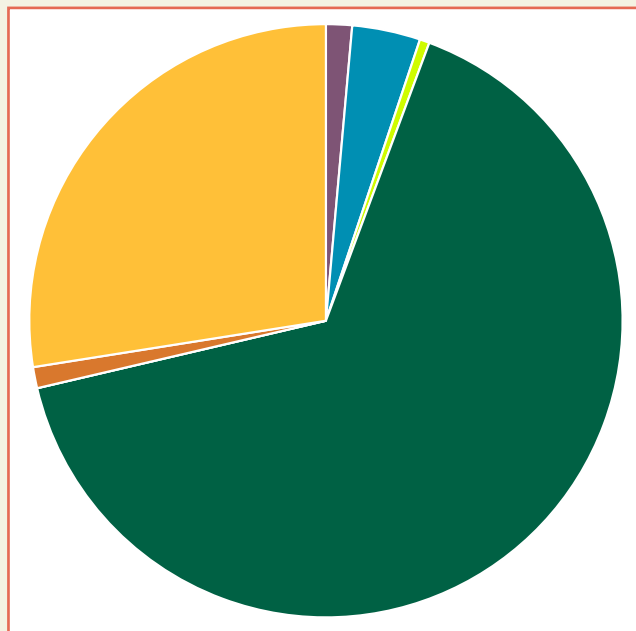


**144**

Clark

The above events were all reviewed through the FM Events Office. In Fiscal Year 23, this office coordinated a total of **2,258** functions and events. In addition to event coordination, FM provides on-site technical, trades, grounds, and custodial support for functions.

## Campus Functions & Events Scheduled by Group – Fiscal Year 23



<b>1,483</b>	Department
<b>621</b>	Student Organization
<b>84</b>	Athletic
<b>32</b>	Academic
<b>26</b>	Private
<b>9</b>	Conference & Extension

# Building a Physically Inclusive Campus

## New Adult Changing Table in Lory Student Center

A powered, height-adjustable adult changing table was added to the new all gender restroom #387C included in the recent Lory Student Center (LSC) renovation project. This is the fourth adult changing table installed on our Fort Collins campuses.



Adult changing table in LSC.

### What is an adult changing table?

Many children and adults have disabilities that require them to have a caregiver to assist with sanitary needs. Standard “baby” changing tables are limited in length and often can only hold a person up to 40 pounds. Adult changing tables provide accommodations for children and adults above these height and weight limits. CSU’s commitment to physical inclusivity also extends to our visitors, ensuring visitors who need an adult changing table have one. Adult changing tables at CSU are located in all gender restrooms to provide private spaces.



## Funding for Accessible Entries and Automatic Door Operators

\$180K was approved in 2023 for 25 buildings for accessible entries and automatic door operators over the next two years.

**For the first phase, \$90K is funded from the Vice President for University Operations (VPUO) to update and/or add vertical automatic door operators to 20 buildings on Main Campus.** These buildings were selected as they have a high public throughput and/or contain a general assignment classroom. Examples of such buildings include the Lory Student Center, the Student Recreation Center, Computer Sciences Building, the Natural and Environmental Sciences Building, and Albert C. Yates Hall. The intent is to complete as many of these buildings as possible, but it is not guaranteed due to increasing construction costs and construction coordination timing.

This effort was initiated by the Associated Students of Colorado State University (ASCSU) in 2021. They advocated for the vertical automatic door operator installed at many academic and administration building entrances. Vertical operators allow more flexibility for anyone to open a door; people with various disabilities have options to utilize the entire length of the operator to touch the vertical plate.



Vertical auto operator at TILT.

ASCSU students identified the buildings they considered to be a priority for these operators. The **CSU Building Department** provided education regarding building code requirements at these entrances. One requirement is that to add this type of operator, the building entrance must first be accessible per building code. The first phase has 20 buildings with accessible entrances that are able to have vertical operators installed. This first phase is estimated to start construction the second quarter of 2024.

ASCSU, the **CSU Building Department, Remodel and Construction Services, and Campus Planning** developed a multi-

phased strategy to identify the next phases of high priority building entrances that need accessibility improvements before the vertical operators can be installed. The later phases of the strategy include buildings that have less public use, at least one vertical operator, and/or don't have a general assignment classroom.

**An additional \$90K is funded by VPUO for the second phase.** Five buildings are included in this phase to receive the accessibility improvements and vertical operators at their entrances:

- Gibbons
- Centennial Hall
- Administration
- Michael Smith Natural Resources (original building where entrances were not remodeled)
- Yates Hall

Again, the intent is to complete as many of these buildings as possible, but it is not guaranteed due to increasing construction costs and construction coordination timing. This second phase of five buildings is estimated to start construction summer 2024.

**65%**

Buildings on Main Campus have at least one all gender restroom.

**73%**

Buildings across Main, South, Foothills and ARDEC campuses have at least one all gender restroom.

## All Gender Restroom in Clark C203

Many requests for an all gender restroom in Clark have occurred since single stall restrooms started to be converted to all gender restrooms across our campuses in 2018.

Clark has been slated to have a major renovation and was the top priority for a major building project; thus, the decision was to wait for this capital construction building project to incorporate all gender restrooms. Capital construction renovations like this require that all gender restrooms be added on floors where none exist. Funding for Clark and almost all construction projects were paused in 2020–2021 due to unknown financial consequences of the pandemic. By 2022, it was not clear if funding would be available for capital construction improvements for Clark.

With that in mind, the Pride Resource Center began working with Campus Planning and the CSU Building Department to determine if a space could be remodeled in Clark that would serve as an all gender restroom. The strategy was to find a location where such a remodel would be preserved during the eventual renovation of Clark.



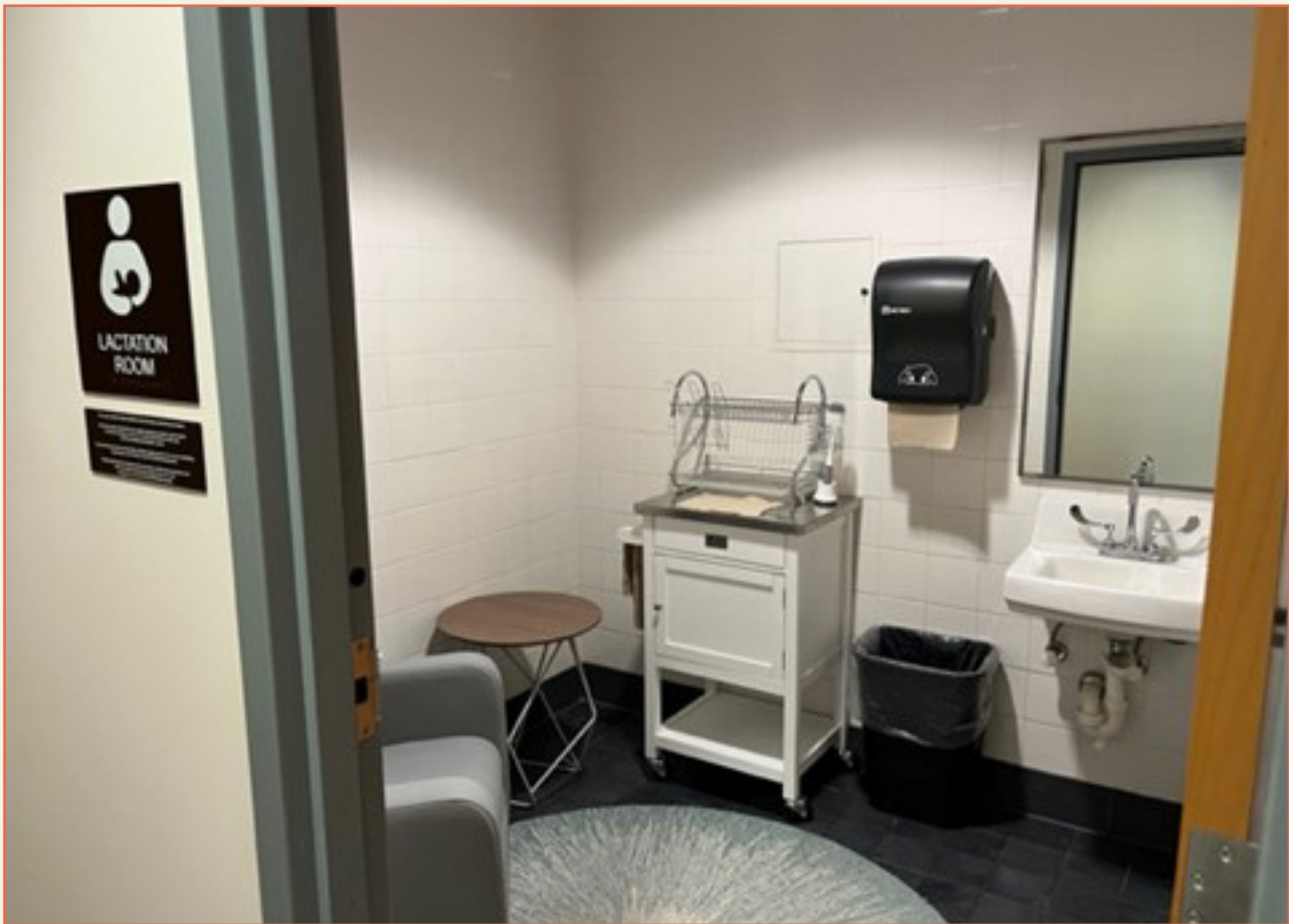
Signage for inclusive facilities.

The Pride Resource Center prioritized collecting data to see where on Main Campus most people would prefer to have an all gender restroom. They worked with Campus Planning to create a pilot program to add signs in Clark and other buildings that do not have all gender restrooms. These signs included a unique QR code for that specific building and location, which directed people to the [CSU online map](#), noting the closest all gender restroom. Overwhelming data from this effort showed that the majority of requests originated in Clark and specifically, Clark A-Wing.

The Pride Resource Center presented this data to the University Facility Fee Advisory Board (UFFAB) along with anecdotal, personal stories of CSU students and staff who needed an all

gender restroom in Clark and would have to walk to a nearby building to use one. UFFAB unanimously voted to approve funding for the all gender restroom in Clark.

Originally slated for Clark A, the cost for asbestos mitigation in this location was significantly higher than the UFFAB funding. Another location was evaluated in Clark C-Wing (Room C203), where ultimately an existing single-stall restroom was successfully converted by Remodel and Construction Services (RCS) to an all gender restroom in June 2023. This restroom also includes a baby changing table, the first for the Clark building. When Clark A-Wing and B-Wing are renovated and open, several other all gender restrooms will be available.



Converted lactation room #N215 in the Diagnostic Medicine Center, completed this past year by RCS.

**30**

CSU has over 30 lactation rooms across Main, South, Foothills, Powerhouse and Mountain Campuses.

# Employee Impact: Russ Johnson

Russ Johnson has been employed with CSU Facilities Management for over 46 years. He has served the longest FM career of all current FM employees. He joined FM in 1977, working full time with FM for 31 years, then returning part-time after he retired—fifteen years so far, and counting!

When you ask Russ what he loves most about his job, he'll say, "The people. It's the closeness the people within facilities and Main Campus have always had. It's like a big family." In 1977, at 27 years old, he was the youngest journeyman ever hired in the FM electrical shop. There was a 22-year difference between Russ and his next youngest colleague in the shop, so he was affectionately called "the kid" by his shop mates.

Russ was the first employee from the FM trades to try working nights. He worked alongside the custodians on the P.M. crew, Sunday night to Friday mornings, and they supported each other in their knowledge and helping each other with tasks. It was a successful venture and after that, others within the trades began to work P.M. shifts as well.

By the mid-80s Russ became an electrical supervisor, ran the construction crew, and eventually was encouraged to become Trades Manager. In this position he "tried to create a bond within all the shops like the electricians had." He believes it is important as a manager and as a supervisor to stay positive "because if you don't, it reflects down to other people."

After retirement in 2008, Russ returned to FM as a journeyman electrician on the construction crew. A few years into that, he took on what is now his current role as State Electrical Inspector for the University. This means he's responsible for inspecting the electrical for CSU buildings on Main, South, and Foothills Campuses, as well as most of the CSU-owned buildings around the state—for example, the Colorado State Forest Service buildings and Agricultural Extension and Experiment Stations. He ensures the buildings meet the national electrical code for health, life, and safety. In the last decade, some of the major building projects he's inspected include the Health & Medical Center, Biology, Chemistry Research, and the higher voltage work at Canvas Stadium as they were being built; the Wastewater Treatment Plant at Mountain Campus; and fall 2023, finishing the inspection for the recent major remodel at the Lory Student Center.



Over the years, Russ has garnered several nicknames from his colleagues, coming full circle from being the youngest member of the shop to nicknames like "the dad," "Uncle Russ," "the old man," and "Grandpa," all of which he accepts in good humor. He credits his experiences in the army (1968–71, '69–70 Vietnam), which he joined just out of high school, with learning how to get along with people and



wanting to help people. “Life is hard. You’ve got to make it the best you can. You can’t spiral into self-pity. Stay positive.”

The most important skills a successful employee needs, according to Russ, are communication, getting along, and trying to be on the same team. The advice he gives to FM employees just starting out is, “Keep your nose clean, do your work— ‘eight for the state’—and don’t get caught up in gossip. We’re all one group. Treat people how you want to be treated.”

Colleague Zack Kulbeck describes Russ as a treasure trove of information. “The amount of support he’s given me throughout my career as a colleague is just so amazing, as well as his dedication and commitment to being excellent at every role he’s ever had and performing them with absolute respect and positivity to everyone he interacts with.” University Architect Mike Rush agrees, “Russ was promoting the positive in the 1980s and continues to do so today. Mentoring is just who Russ is.”

If you want to know how much CSU has transformed in the last five decades, then talk to Russ. He’s seen main campus move from a car-centric culture with parking alongside the Lory Student Center to a

## **“Tomorrow is a new experience, a new adventure, and a new challenge.” —Russ Johnson**

multi-modal, pedestrian-centric campus. Locations on campus generate memories for him of events that touched the heart of our physical campus and community. For instance, he can tell you about the two times in CSU’s history that main campus had a total electrical blackout (once intentional and planned in the 1980s, the other time due to the 1997 flood). He recalls how his colleagues, many who were military veterans, felt after 9/11 occurred. Recently he overheard a tour of prospective students ask whether the Oval has ever had lights on the trees. This reminds him of the time the secret service lit up the Oval with temporary lights for three days during Obama’s visit to CSU in 2008. Assistant Director of Remodel and Construction Services Dan Kozlowski recalls this same event, especially how impressed he was with Russ’s leadership and drive. “Russ and I had to scramble around the Oval to move trucks and a host of other security issues for the Secret Service. We probably put in about 32 hours in two days.”

Overwhelmingly Russ’s mindset of “Tomorrow is a new experience, a new adventure, and a new challenge” has motivated him throughout a long, successful career. It is a reminder to all of us to recognize the gain of each day and the gift we give each other by keeping our positivity and good humor in the face of obstacles and the unexpected. As Russ asserts, “Tell me what you want, and we’ll get it done. ‘It’s a can-do’ around here.”

### **CSU FM Building Department – Fiscal Year 23**

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The Building Department is housed within the Capital Design & Contract Administration section of FM. Learn about their [responsibilities](#), [code compliance program](#), and [process](#).

**339**

Code reviews processed

**331**

Permits issued processed

**1,006**

Inspections coordinated

# Community Impact



**“Thank you to the Facilities Management department for significantly upping the learning and value of my classes for the students. ...Our students go out to do very practical jobs and require this level of hands on exposure in the classroom to be fully prepared.”**

**—Christopher Beuret, professor**

## FM Contributions to CSU's Mission

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FM consistently finds opportunities to contribute to the practical education and pursuit of future careers to further CSU's mission. A few of those examples are demonstrated below.

- Teaching courses at CSU.
  - University Architect **Mike Rush** teaches CON571: Facilities Planning & Management.
- Guest lecturing for a variety of class subjects, a few examples include: MIP700 (Green Labs), HONR392 (Community Resiliency), & INTD 110 (Visual Expression of Interior Environments).
  - Environmental Graphic Designer and Landscape Architect **Jessica Kramer**, Architectural Intern, Designer/Planner **Kyle Presnell**, and Assistant Director of RCS **Dan Kozlowski** present at the INTD 110 class at the beginning of the fall and spring semesters. The presentation covers inclusivity standards and the Inclusive Physical & Virtual Campus Committee; examples of how inclusive design is planned into remodel projects; the difference between inclusivity and accessibility; real-world challenges of incorporating inclusivity into projects from a construction project manager's perspective, such as budget restraints and existing conditions of space limitations.
- Leading various tours throughout the year of facilities and projects.
  - Sustainability Project Manager **Stacey Baumgarn** led multiple groups in discovering "Sustainability Hidden in Plain Sight" and the Solar Plant Tour.
  - Pipe Mechanic Trades II **Andy Conrad** hosted a tour of the Scott Bio mechanical space, showing students the equipment and discussing how it works, maintaining the equipment, and long-term costs of operation.
- Providing guest talks at CSU events and for the broader Northern Colorado community.
  - FM Associate Vice President **Tom Satterly** presented to Rotary.
  - Project Manager **Tony Flores** supported the [Women in Construction Management High School Summer Institute](#).
  - Multiple FM employees who shared information at the Earth Day Festival and Professional Development Institute sessions.
- Offering real-world work experience to students through internships and student employment within FM sections: Finance & Accounting, Operations–Outdoor Services Group, and Remodel & Construction Services (RCS).
  - "I have learned so much about how interior design works in the real world and how to work with a whole team—other designers, project managers, engineers, and architects. The people I work with are all kind and have been very supportive of my learning. This job will set me up well for my future careers and I am excited to see what else I will learn!" — **Macy Hubbard**, RCS Interior Design Intern

Opposite page photo: FM employees **Carol Dollard**, **Rochelle Mellott**, and **Sean Dexter** were recognized with the Ram Built Hard Hat award from the Department of Construction Management for their support of construction, specifically for their time and collaboration with CSU electrical and mechanical undergraduate courses. Of their contributions, Department Head Paul Goodrum wrote, "Each of you have gone above and beyond expectations of helping our department's curriculum in multiple ways, ranging from hosting tours of various MEP campus facilities, providing guest lectures, to even providing valuable input to our curriculum."

# Process Improvements

## Space Requests

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In Fall 2022, the Campus Planning team undertook the task of updating and refreshing the processes, protocols, and information of the Space Committee for clarity, transparency, and efficiency.

- Restructured membership (adding more deans as voting members, designating non-voting members).
- Created an agnostic rubric for decision making – a tool available to voting members.
- Updated webpage that went live Feb. 1, 2023 (<https://www.fm.colostate.edu/spacecommittee>).
- Developed a workflow diagram (see webpage – “Space Resources”).
- Updated the space request form and existing space standards.
- Posted agenda and minutes on the webpage.
- Received feedback that decision making on space requests is more successful and better serves the CSU community now that these processes are codified.

## Floor Plans

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The Campus Planning section is actively performing upkeep and reconciliation of CSU floor plans and the space data for our asset management software. In some instances, this requires us to physically inventory and measure CSU buildings to confirm the accuracy of information. Additional services we provide include but are not limited to: comprehensive physical planning for CSU, including drawing standards and management, space management, surveying, mapping, and signage services. Contact the Campus Planner: [Gargi.Duttgupta@colostate.edu](mailto:Gargi.Duttgupta@colostate.edu).

### How do I find CSU floor plans?

Originally floor plans were available to anyone through the main Facilities Management website. They are still available, however, now a CSU NET ID is necessary to access them. Floor plans can be accessed by employees or anyone with a valid NET ID via Ram Works. All other requests for floor plans or record documents must be submitted using the following request form: <https://www.fm.colostate.edu/floorplans>.

### Why make changes to how people can access floor plans?

In the current social climate, it is important to safeguard sensitive research, utilities, and general information about CSU buildings to help ensure the health and safety of our CSU community. We have added an extra layer of security for access to our building floor plans and record documentation to mitigate potential misuse by the general public. Building floor plans and record documentation will be provided upon approved request with a demonstrated business case.



# Leaving a Legacy



## Peace Corps Garden & Student Memorial

- University Landscape Architect **David Hansen** designed the Peace Corps Garden (pictured above), which features a serpentine path symbolizing the journey one takes as a Peace Corps volunteer. The path winds past CSU interpretive signage as well as plaques and inscribed stone benches ending at a concrete pedestal. The pedestal features words describing the Peace Corps experience around a bronze disk bearing the Peace Corps dove and language about CSU's legacy with the program. Native or regionally adaptive plants were used in the garden with large stones sourced locally from Masonville. Project Manager **Rusty Pearson** was instrumental in ensuring the project was completed on an aggressive timeline. *SOURCE* articles with more information: [“New Peace Corps Tribute Garden to be unveiled this weekend”](#) and [“100+ Returned Peace Corps Volunteers gather at CSU for tribute garden unveiling.”](#)
- A new memorial was installed summer 2023 recognizing how Colorado State University celebrates the lives of CSU students who have died. A bronze plaque is set within a stone pillar between the flagpoles on the west side of the Lory Student Center Theatre. It is the culmination of a nearly two-year effort by Associated Students of Colorado State University and several CSU partners, including University Landscape Architect **David Hansen** and Environmental Graphic Designer and Landscape Architect **Jessica Kramer**. *SOURCE* article: [“Memorial explains why CSU flag at LSC is lowered to half-staff.”](#)

# FM Employee-Focused Initiatives

## Facilities Friends Program

The FM Engagement & Recognition Committee (ERC) and Justice Equity Diversity Inclusion (JEDI) Team launched a collaborative effort in Spring 2023 called Facilities Friends.



### The goal:

Contribute to new FM employees' sense of community, helping them feel valued and welcomed to CSU Facilities Management.

### How the program works:

A seasoned FM employee invites a new FM State Classified or Admin Pro employee for coffee or tea and a casual tour of campus in their first few months of working with FM. They informally answer questions or share information about employee resources and CSU. A month later they meet back up for further conversation and a meal at one of the dining halls on campus. It's an opportunity for colleagues to meet across the FM sections and across their various work locations and roles.

From January to June 2023, the team reached out to 57 employees and approximately 40 new employees chose to participate in the program. After the second meet up, a brief survey was sent to the new employees. 100 percent of the respondents agreed that the intent of the program was met, the experience was meaningful, and that they would recommend it for other new employees.

## Feedback Received:

- "I really enjoyed learning more about campus and future opportunities."
- "This program helped me feel welcomed and valued as an employee."
- "I think a lot of people could benefit from having a moment to sit down and reflect on how their time is going at CSU with another person. The coffee/lunch aspect makes the whole situation seem less intimidating to a new person joining the team..."
- "...not feeling like a number, getting recognized as a person, and having someone who legitimately cares about how you feel in your place of work and/or position is something that I am not use to but it is extremely nice and I appreciated this program."





JEDI Team attending the Inclusive Excellence Symposium “CSU Inspires” together in Oct. 2022.

## Justice Equity Diversity Inclusion

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- **Rusty Pearson** and **Mike Shortall** began their terms as co-chairs of the JEDI Team summer 2023.
- JEDI Team & FM leadership participated in the [Multicultural Organization Development Model](#) training offered specifically for FM by the Office of Inclusive Excellence in May 2023.
- 20 employees attended the first FM Veterans Day Lunch and Learn in Nov. 2022. 30 employees attended the Nov. 2023 session. The experience involves a panel of FM employees who answer questions about their experiences serving in the military. Positive feedback included:
  - “Liked hearing the different perspectives and how it led them to where they are today.”
  - “This was so very meaningful, to hear personal stories of veterans who are also our co-workers.”
- JEDI Team updated the [JEDI Core Competency & Definitions Tip Sheet](#) to align with the new State Classified 1–5 review rating scale.
- The team started hosting JEDI BREAK in spring 2023. A.M. and P.M. sessions occur the third Wednesday of every month in Facilities Management North for connecting with FM employees. Provides space for:
  - Conversations about JEDI topics and how to make JEDI initiatives relevant to FM.
  - Receiving feedback on what we’re doing well and what we can improve.
  - Encouraging awareness, education, and allyship to diverse identities. For example, FY23 we shared information, treats, and swag on:
    - + Ramadan info and Turkish delight; Asian American, Native Hawaiian, and Pacific Islander Heritage Month info, Kopiko candy, and haupia; Pride info, stickers, buttons, and pronoun wrist bands, pride flag key chains; Juneteenth info and Black Lives Matter stickers.
- Launched JEDI Resource Library. Visit the “resources” section of the [JEDI Team webpage](#) for details.



# Engagement & Recognition

The [Engagement & Recognition Committee](#) (ERC) focuses on staff appreciation and campus engagement for all of FM. The co-chairs are **Karin Rees** and **Matt Murphy**. The ERC manages the staff recognition SPARK Program. In Fiscal Year 23, the ERC hosted six staff engagements.

- 2022 Cans Around the Oval – Fall 2022
- 2022 FM All Staff Meeting – 10/20/2022
- 2022 FM Annual Summer Picnic – 8/5/2022
- 2023 Staff Appreciation Event (Human Bean Coffee Truck) – 3/13/2023
- 2023 World Facilities Management Day (Burrito Day) – 5/10/2023
- 2023 FM Annual Summer Picnic – 6/7/2023



**1,006**  
SPARK Awards  
earned by employees  
during Fiscal Year 23

Facilities Management employees at the annual summer picnic – June 2023.







**Joan Paulsen**, custodian supervisor of Team 3 P.M., during FM Staff Appreciation in March 2023. Joan has worked for FM for 26 years and is an original member of the ERC since the committee launched in 2016. She supports both the SPARK Program and the Facilities Friends Program.



Carpenter **Steve Carmer** has a BFA from the University of Nebraska-Lincoln. See more of his art at: <http://www.stevencarmersculptor.net>. Pictured below: "High Country Moon Rising"



## GET TO KNOW



African Beauty art quilt, made by Interior Designer **Terry Adams** of Campus Planning. The quilt was created without markers—using only fabric, thread, and a bit of glue. Based on a challenge from her art quilt group, the concept was to create a quilt that used the above fabric in 50% of the design.



**OUR ENERGY**

**ARTISTRY**

**RESOURCEFULNESS**



You may recognize Preventative Maintenance employee **Zeke Derderian**'s metal sculptures. They have been displayed in Old Town Fort Collins. In addition to welding and metal sculpture, he also makes art through painting and leather-tooling. Instagram: @Oldmedicinesupply  
Web: <https://oldmedicinesupply.com>



# OUR VISION



Remodel & Construction Services employees **John Smith, Kim Bartlett, and Garrett Dreiling,** won 2nd place at the 2023 Colorado Snow Sculpting Championship Fire & Ice Festival in Fraser, CO.

State Electrical Inspector **Russ Johnson** restored a 1946 flat fender CJ2A Willys custom WWII vintage vehicle, displaying it at the Good Guys Car Show (2023) at the Budweiser Center.





Energy Engineer **Carol Dollard** is Assistant Chief for the Rist Canyon Volunteer Fire Department.



Fire Systems Group employee **Scott Seeley** builds benches from car materials and wood in his free time.

**DEDICATION**

## EXPERTISE OUTSIDE FM



Assistant Director of IT **Michael Dobbins** has been skiing since he was 6 years old. Here he is “in the white room,” of the Selkirk Mountains, British Columbia, Canada, which can only be accessed via helicopter.



We show up for the community, supporting the CSU mission. Driving results. Ready, set, done.



  
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