



CSUSM DEFERRED MAINTENANCE

STRATEGY & PLANNING
FACILITIES DEVELOPMENT
& MANAGEMENT
FY 25/26

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DEFINING THE PROBLEM

Like many public universities across California and the nation, California State University San Marcos (CSUSM) faces a growing deferred maintenance backlog driven by sustained campus growth, increased facility usage, aging infrastructure, and limited funding for ongoing renewal.

Since its founding in 1989, CSUSM has experienced significant enrollment growth alongside substantial expansion in campus square footage to support academic programs and student services. As the university has grown, campus facilities have been used more intensively, accelerating wear on buildings and infrastructure. Many facilities developed during earlier phases of campus expansion are now reaching ages where reinvestment is necessary to maintain functionality and reliability.

Deferred maintenance represents the accumulation of repair and renewal work postponed due to resource constraints. As growth continues and facilities age, the gap between maintenance needs and available resources expands, increasing long-term costs and operational risk.

Proactive investment is essential to sustain campus assets, support the university's mission, and ensure facilities continue to meet the needs of a growing campus community.

ASSESSING THE NEED

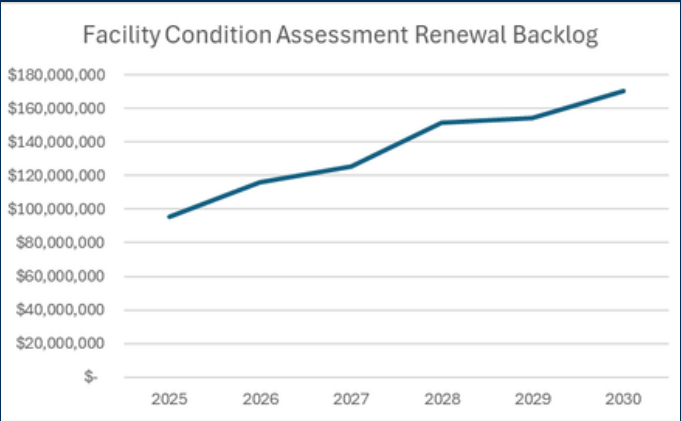
Triennial campus-wide facilities assessments identify key areas requiring reinvestment within the upcoming decade, including:

- Aging HVAC systems and energy infrastructure
- Building envelope deterioration
- Accessibility and code compliance upgrades
- Electrical distribution modernization
- Interior system renewal and modernization

Addressing these needs proactively is essential to:

- Protect university assets
- Maintain safe learning environments
- Support academic mission continuity
- Reduce future capital costs

Deferred maintenance estimates referenced in this plan focus primarily on state-supported academic and administrative facilities and exclude auxiliary enterprises such as housing and self-support operations.



**Includes self-support and auxiliaries.*

CSUSM FACILITIES PORTFOLIO



CSUSM MAINTAINS A DIVERSE PORTFOLIO OF ACADEMIC, ADMINISTRATIVE AND SUPPORT FACILITIES TO SERVE A GROWING POPULATION

Campus Overview:

- 306 acres
- 35 buildings
- Over 2 million gross square feet of facilities
- Average building age: 24.85 years
- Rapid expansion between 1995–2015
- 50 elevators and wheelchair lifts
- 165 restrooms
- 1 mile of underground tunnel
- 4 miles of water lines
- 13 emergency generators
- Extensive pedestrian pathways and utility infrastructure

Infrastructure Assets Include:

- Central utilities and energy systems
- Roadways and pedestrian circulation
- Stormwater and drainage systems

Current Replacement Value (CRV) for State Facilities:
\$562,696,696

BUILDING A CULTURE OF PREVENTATIVE STEWARDSHIP

Long-term success requires transitioning from a reactive maintenance model to a preventative stewardship culture. Departments and campus partners are encouraged to participate in early identification of facility needs and responsible space utilization practices.

Through sustained collaboration, diversified funding, and strategic planning, CSUSM aims to reduce deferred maintenance risk while preserving campus assets for future generations.



GUIDING PRINCIPLES FOR DM PLANNING

INTEGRATE

FACILITIES PLANNING & CAMPUS STRATEGY

Facility investments will support academic excellence by providing a clean, safe, inclusive environment

PRIORITIZE

FIRE, LIFE SAFETY AND ACCESSIBILITY

Life safety needs receive highest priority

MAXIMIZE

LIFE CYCLE VALUE

Investments will reduce long term proportional costs and prevent accelerated deterioration

DATA DRIVEN

DECISION MAKING

Facility Condition Assessments and asset data guide prioritization

SUSTAINABLE

STEWARDSHIP

Projects will advance energy efficiency and environmental sustainability goals

COMPLIANCE

MEETING REQUIREMENTS

Projects are assessed in support of meeting code and legal requirements

PRIORITIZING PROJECT PLANNING

DM PLANNING COMMITTEE

A cross-functional group of Subject Matter Experts (SMEs) convenes quarterly to review campus facility conditions and evaluate deferred maintenance needs.

The group assesses proposed projects using established prioritization criteria aligned with the deferred maintenance project plan.

Through collaborative discussion, members identify projects that best support campus safety, operational reliability, and strategic priorities.

Recommendations from these meetings help guide funding decisions and ensure resources are allocated to the highest-impact maintenance initiatives.

COMMITTEE MEMBERS

AVP, FDM - Mark Norita
Director, FS - Mitchell Maynard (Interim)
Director, EMUS - Heather Burkland
Director, PDC - Floyd Dudley (Interim)
Director, FDM Admin - Virginia Berman
Plant Manager - Mitchell Tran
Assistant Director, Custodial and Grounds - Victor Chavez
Facility Manager - Jayce Yardley
Campus Planner - Michelle Alves

PROJECT COST, FUNDING ALIGNMENT & IMPLEMENTATION

Project prioritization considers overall project cost, available funding sources, and implementation scheduling to ensure responsible stewardship of university resources.

Each proposed deferred maintenance project is evaluated not only on urgency and facility condition, but also on financial feasibility and alignment with current and anticipated funding opportunities. The review process balances immediate needs with long-term planning by coordinating project timing to minimize campus disruption and maximize efficiency.

By integrating cost, funding availability, and schedule considerations, the university ensures that limited resources are deployed strategically to achieve the greatest overall impact on campus infrastructure and operations.



CATEGORIES OF DEFERRED MAINTENANCE

CSUSM DM projects generally fall into the following categories:

Accessibility - ADA compliance upgrades and inclusive access improvements.

Building Exterior - Roofing, windows, weatherproofing, and façade systems.

Interior Systems - Finishes, classrooms, and interior architectural elements.

Plumbing Systems - Piping, fixtures, drainage, and water efficiency upgrades.

HVAC Systems - Heating, cooling, ventilation, and building automation systems.

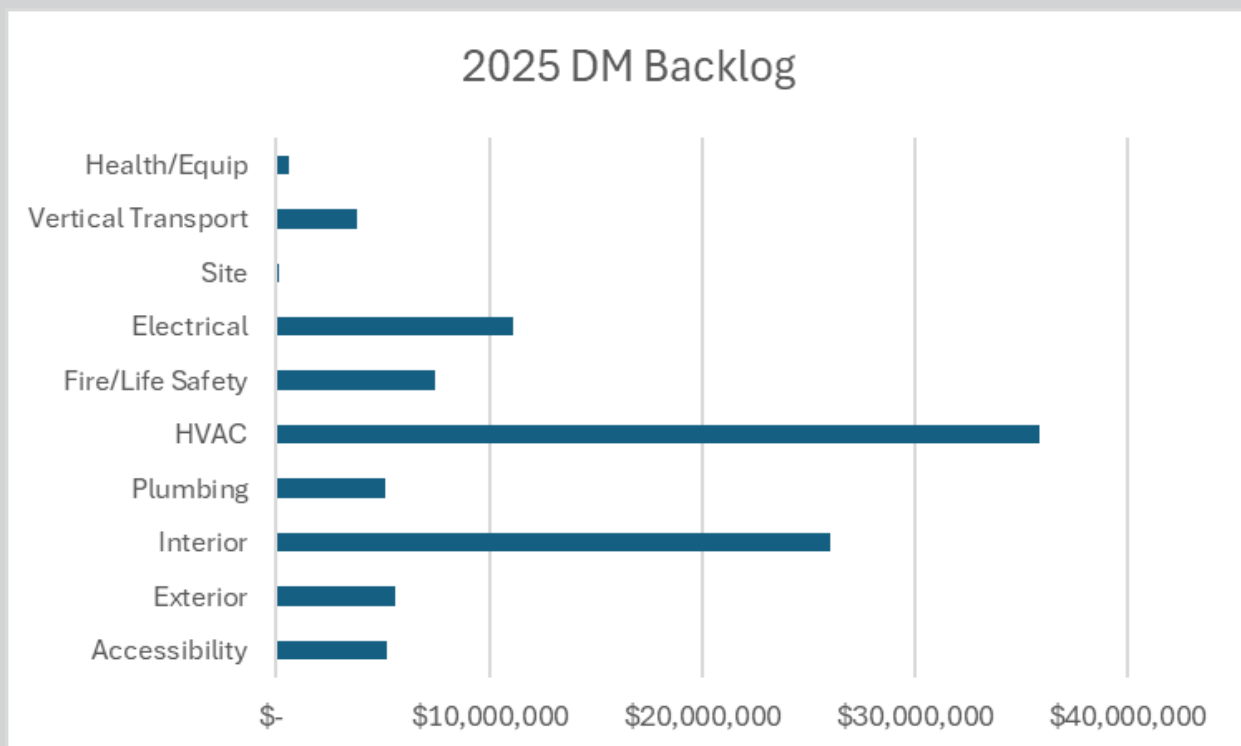
Electrical Systems - Switchgear, wiring, lighting, and power distribution.

Site Improvements - Walkways, stairs, ramps, and adjacent building areas.

Vertical Transportation - Elevators and accessibility lifts.

Campus Infrastructure - Utilities including water, sewer, telecommunications, and energy systems.

Fire Life Safety - Deficiencies that directly impact systems designed to protect occupants from fire and related hazards.



DEFERRED MAINTENANCE HISTORICAL CONTEXT

CSUSM'S DEFERRED MAINTENANCE CHALLENGES REFLECT BROADER TRENDS AFFECTING PUBLIC HIGHER EDUCATION INSTITUTIONS

Challenges include:

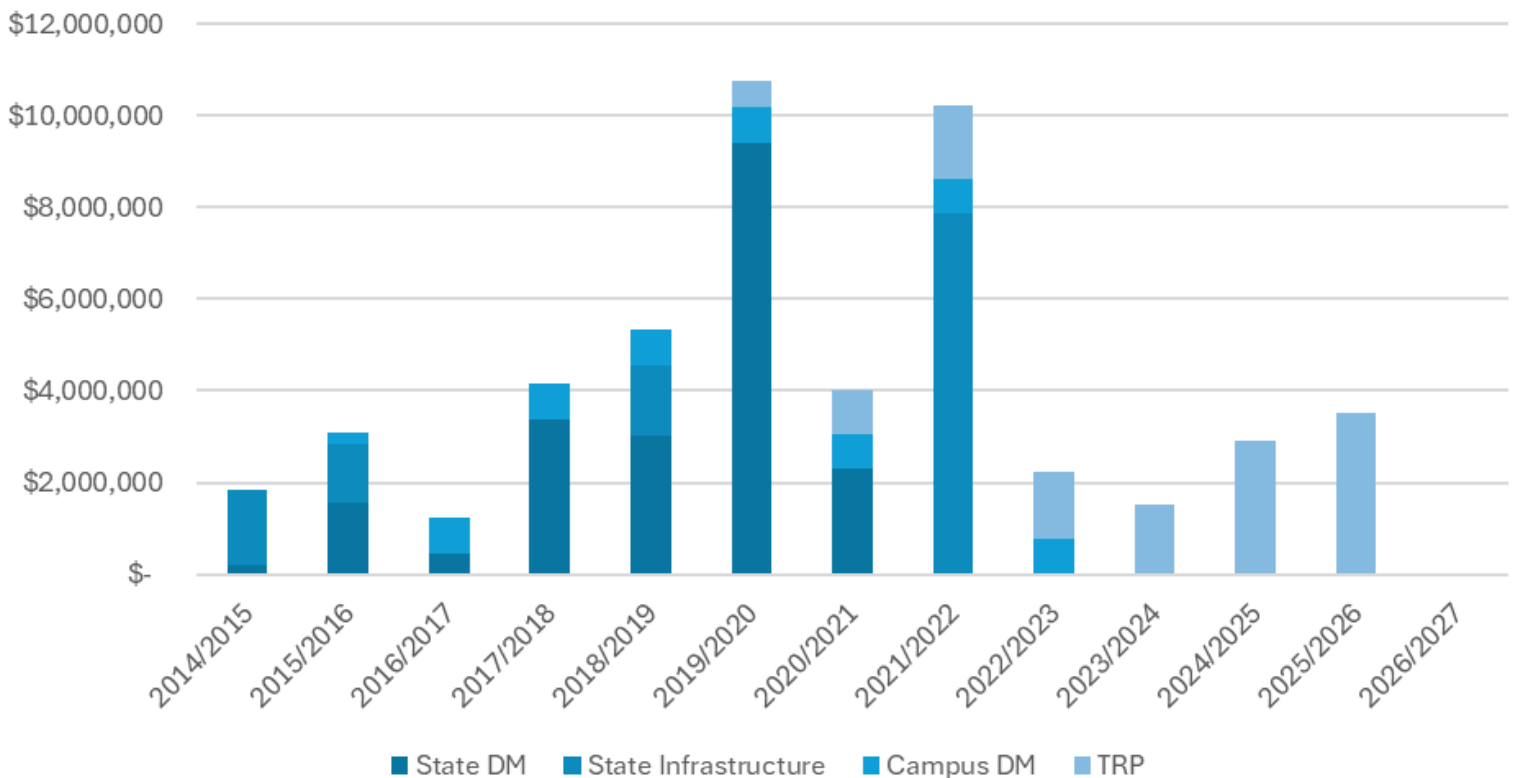
- Periodic state capital funding cycles
- Lack of base funding to manage growing DM backlog
- Increasing construction costs
- Expanding campus footprint
- Aging campus buildings

Historically, funding has been supported through:

- CSU system capital allocations
- One-time state funding packages
- Campus discretionary investments
- Total Return Portfolio funds

Despite periodic investments, renewal needs have accumulated faster than available funding, creating a growing backlog.

HISTORY OF DM & INFRASTRUCTURE FUNDING



PROPOSED FUNDING STRATEGIES

ADVANCING A SUSTAINABLE FUNDING & COLLABORATION MODEL

Addressing deferred maintenance at California State University San Marcos requires a coordinated, campuswide approach that expands beyond traditional funding sources. While periodic state allocations remain essential, long-term success depends on integrating financial planning, operational collaboration, and shared institutional responsibility for facility stewardship. CSUSM will pursue a diversified funding strategy designed to stabilize annual investment levels, reduce the deferred maintenance backlog, and prevent future accumulation of unmet renewal needs. This approach emphasizes predictable funding, cross-divisional collaboration, and alignment between facility investments and the university's academic mission.

ESTABLISHING PREDICTABLE ANNUAL INVESTMENT

A primary objective is the development of a consistent annual funding baseline dedicated to capital renewal and deferred maintenance. Predictable funding allows the university to shift from reactive repairs toward proactive lifecycle management. Strategies include:

- Establishing an annual campus allocation for deferred maintenance within operating budget planning
- Aligning facilities renewal funding with long-term capital and strategic planning cycles
- Prioritizing preventative maintenance investments that reduce emergency repair costs
- Leveraging multi-year project planning to improve cost efficiency and scheduling

EXPANDING FUNDING SOURCES

To supplement CSU and state funding, CSUSM will explore diversified revenue opportunities that distribute investment responsibility across campus stakeholders. Potential funding mechanisms include:

- Energy efficiency and sustainability grants
- Utility incentive programs and energy performance contracting
- Philanthropic contributions supporting campus infrastructure renewal
- Grant funding tied to research, workforce development, and instructional modernization

These approaches allow facilities renewal projects to align with broader institutional initiatives such as sustainability, student success, and innovation.

STRENGTHENING CAMPUSWIDE COLLABORATION

Deferred maintenance affects all areas of the university and benefits from broad campus participation and shared awareness. CSUSM encourages input from academic and administrative units to help identify facility needs, understand operational impacts, and inform long-term planning efforts. While campus perspectives play an important advisory role, project prioritization and advancement are guided by established facilities criteria, risk assessments, and available resources to ensure consistent, equitable decision-making. Key engagement strategies include:

- Quarterly Subject Matter Expert (SME) meetings that provide a forum for campus representatives to share insights and review proposed project priorities
- Opportunities for departments and units to provide input on facility needs and operational considerations
- Facilities-led evaluation using standardized criteria focused on safety, asset condition, cost effectiveness, and campuswide benefit
- Regular communication to the campus community regarding facility conditions, upcoming projects, and investment priorities

Through open engagement and transparent processes, CSUSM fosters campus involvement while ensuring that deferred maintenance decisions remain aligned with long-term stewardship and institutional responsibility.

ALIGNING FACILITIES INVESTMENT WITH INSTITUTIONAL PRIORITIES

Future funding decisions will prioritize projects that:

- Protect health and safety
- Support instructional and research environments
- Improve energy efficiency and sustainability performance
- Reduce long-term operating costs
- Enhance accessibility and regulatory compliance

Linking facility investment decisions to university strategic goals ensures that deferred maintenance funding directly advances CSUSM's mission.

DEFERRED MAINTENANCE GLOSSARY

Current Replacement Value (CRV)

The estimated cost to replace an existing building, system, or asset with a new one of equivalent function and capacity at today's prices, without deducting for depreciation or age.

Deferred Maintenance (DM)

Delayed repair or replacement of building systems due to insufficient resources.

Deferred Maintenance Backlog

Accumulated maintenance work required to restore facilities to acceptable condition.

Facility Condition Assessment (FCA)

Engineering evaluation identifying facility deficiencies and renewal timelines.

Facility Condition Index (FCI)

Ratio comparing deferred maintenance costs to building replacement value.

Facility Renewal

The repair or replacement of building components that have reached the end of their useful life to keep facilities safe, functional, and in good working condition.

Lifecycle Renewal

Replacement of systems at the end of expected service life.

Recurring Renewal Needs

Ongoing cyclical replacement of building components.

One-Time Funding

Non-recurring funding allocations not guaranteed in future years.

**TOGETHER WE
CAN CREATE
A SUSTAINABLE,
PREDICTABLE FUNDING
MODEL THAT REDUCES
BACKLOG GROWTH WHILE
PROTECTING CAMPUS
INFRASTRUCTURE AND
SUPPORTING STUDENT
SUCCESS**

