
Guide to Services

USC FACILITIES PLANNING AND MANAGEMENT

MARCH 2024 ISSUE

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A MESSAGE TO THE **USC COMMUNITY**

As stewards of the University's Infrastructure who embrace our unifying values, FPM is dedicated to providing a safe and healthy environment for the USC community while building and maintaining facilities that are cost-efficient, resilient, and sustainable. This guide is intended to assist YOU in understanding our broad scope of services and providing you with the best possible experience as we work in partnership. Please take a moment to review it. We look forward to working with you and welcome any comments.

CHRISTOPHER J. TOOMEY, PE

Vice President and Executive Director

USC Facilities Planning and Management

FPM PILLARS

Facilities Planning and Management is responsible for planning, developing, and maintaining the breadth of the facilities at USC, and is also dedicated to creating a safe environment for our onsite USC community. Woven into every service we do, your safety is of utmost importance. As FPM, this group of professionals will continue to be an integral part of the success of USC and dedicated stewards of our core values.

FPM is comprised of 5 Pillars:

- **FACILITIES MANAGEMENT SERVICES**
- **CAPITAL CONSTRUCTION DEVELOPMENT**
- **CONTROLS, FINANCE, AND ADMINISTRATION**
- **REAL ESTATE AND ASSET MANAGEMENT**
- **UNIVERSITY ARCHITECT**

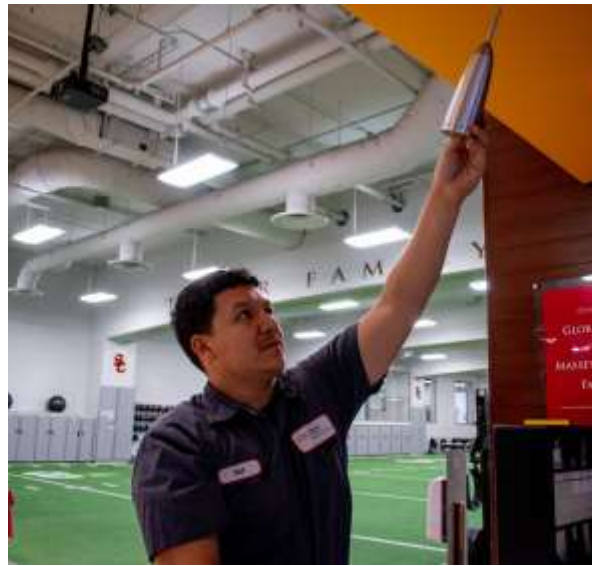
THE CUSTOMER EXPERIENCE INITIATIVE

The Customer Experience Program is dedicated to enhancing the overall customer experience by actively engaging key customers across various work facets. In our commitment to excellence, we have empowered more than 50 of our FPM employees to serve as advocates for schools and academic units on both campuses.

Our Champion Strategy operates on a structured framework:

- Champions convene 6 to 12 times annually and proactively send a survey link to their designated customers beforehand.
- Survey responses are analyzed by both the champion and the CX committee.
- Champions then arrange meetings with customers, extending invitations to shop managers and directors to collectively discuss survey insights.
- At the conclusion of each year, comprehensive data summaries are shared with the customer, fostering a transparent and collaborative approach to continuous improvement.

For those who have not been assigned a champion, we encourage reaching out to the Customer Relations Center (CRC) at 06833 for personalized assistance and support.





CONTROLS FINANCE AND ADMINISTRATION

CONTROLS, FINANCE, AND ADMINISTRATION

OVERVIEW

Controls Finance and Administration (CFA) is Facilities Planning and Management’s (FPM’s) resource for people, tools, and systems. CFA manages the risks behind FPM activities such as costs, schedule, safety, and supports the work through systems, contracts, people, and reporting.

Safety is of utmost importance to FPM. CFA is a driving force in this area as it relates to job site safety, office safety, COVID-19 construction job site compliance, maintaining the FPM Business Continuity Plan, Disaster Recovery team, and University’s Disaster Financial Recovery.



PEOPLE

Our HR team supports team staffing, training, certifications, and compliance.



TOOLS + SYSTEMS

FAMIS: system to request projects and/or services
e-Builder: Project Management Information System
Workday: USC’s ERP system for HR and financial system of record



RISK MITIGATION

Risk mitigation is addressed by providing the proper contract documents, control systems, processes and procedures, insurance requirements, and safety protocols and inspections.

LIFE OF A PROJECT

CFA provides services throughout the Life of a Project in these areas:





CAPITAL CONSTRUCTION DEVELOPMENT



CAPITAL CONSTRUCTION DEVELOPMENT

OVERVIEW

Capital Construction Development (CCD) oversees the development, design, and construction for all tenant improvements, building renovations and major capital construction projects at the University of Southern California. Reporting to Christopher Toomey, Vice President and Executive Director, Facilities Planning and Management (FPM), the CCD team is comprised of project management professionals with backgrounds in architecture, engineering, construction, and management of projects from concept through design, permitting, construction, and occupancy.

CCD collaborates synergistically with each of the other four pillars of FPM. In-house resources are strategically leveraged to maximum effect and minimize expense.

STRATEGIC GOALS

It is our goal to work in partnership with our customers to ensure that we provide outstanding new and renovated facilities that fulfill the current and future needs of the Trojan Family.

Inherent to all our projects, we strive to:

- **Maintain regulatory compliance** - Most people are surprised at the depth and breadth of code and permitting requirements and restrictions that are applicable to even the seemingly most simple new construction or renovation projects. Our seasoned professionals are well versed in identifying applicable strictures and prosecuting the desired work
- **Ensure quality** - In addition to local, state, and federal regulations, the University of Southern California has delineated standards and preferences to promote consistency, compatibility, and durability throughout its facilities.
- **Optimize project delivery** - We are continually looking for ways to provide the desired result with better quality, less expense, and greater speed.
- **Collaborate** - Teamwork allows us to leverage the best information, insights, and talent and apply them to the execution of the project. All stakeholders are valuable project team members.
- **Innovate** - Ask – is there a better way?
- **Promote sustainability** - Let's make this University the role model to which others aspire to emulate.
- Protect the safety and health of all who may be impacted by our work.

KEY WORDS

Collaborate: “Work jointly on an activity, especially to produce or create something.”

Innovate: “Make changes in something established, especially by introducing new methods, ideas, or products.”

Stakeholder: “A person with an interest or concern is something, especially a business.”

Sustainability: “Avoidance of the depletion of natural resources in order to maintain an ecological balance.”

“This is the decade of collaboration on warp speed. It’s the decade when we eliminate barriers and build bridges. Working as Trojans together, there are no limits on the power of change that we have.” - Carol L. Folt, in her inauguration address

KEYPHRASE

Best Practice: “A procedure that has been shown by research and experience to produce optimal results and that is established or proposed as a standard suitable for widespread adoption.”

*“Plan your work and work your plan.”
- Napoleon Hill*

ROLES AND RESPONSIBILITIES

We begin to identify and establish project stakeholders at the onset of every project and works to ensure that the appropriate parties are engaged, involved, and informed throughout the project lifecycle. The Project Manager is responsible for identifying and advancing the planning and execution of the tasks necessary to accomplish your project goals. Our Project Managers facilitate communications and work with the stakeholders to clearly define roles and responsibilities, including timing for decisions and deliverables needed to support successful timely project completion.

The Project Manager has support from a cadre of professional personnel who provide services such as estimating, design review, contract administration, document control, purchasing, and accounting. This is the team that helps to ensure that:

- Activities comply with University policies and procedures.
- Best practices are implemented that are directly related to the construction industry which is subject to special rules and regulations (even in regard such standard business practices as invoice payment).

Our team is comprised of 40+ professional staff and includes architects and engineers, certified construction managers, LEED certified professionals, a certified access specialist and a certified interior designer.

CONTROLLING/GOVERNING INFLUENCES

The framework within which construction and renovations projects on University of Southern California campuses must navigate is variable and at times complex. Each project is assessed, and the path forward is determined based upon project-specific factors (e.g., impacts to structural or other building systems). In addition to those applicable directly to design and construction there are further rules governing the procurement of equipment, supplies and materials as well as those governing contracting for professional, construction, and general services. A “complete” listing or matrix to address even the most typical of project scenarios is impracticable due to the evolving nature of the rules and regulations and the changes within the governing agencies themselves.

1. Before any project may advance beyond initial conversations, the appropriate approval(s) and funding need to be in place. The approvals needed are dependent upon the school or department requesting the project, the location of the project, the type of work entailed, and the cost of the project.
2. Various Federal, state, and local regulations and regulatory agencies have governance over construction and renovation projects. The exact entities and hierarchy of applicable rules are dependent upon the location and nature of the intended scope of work. CCD project managers begin each project with regulatory compliance in mind and work diligently with the project team from concept through construction to optimize the project schedule in view of regulatory framework applicable to the project.

University of Southern California Policy, including but not limited to:

1. Facility Design Guidelines
2. Health and Safety
3. Expenditures and Procurement
4. Facilities and Equipment

HOW TO REQUEST SERVICES

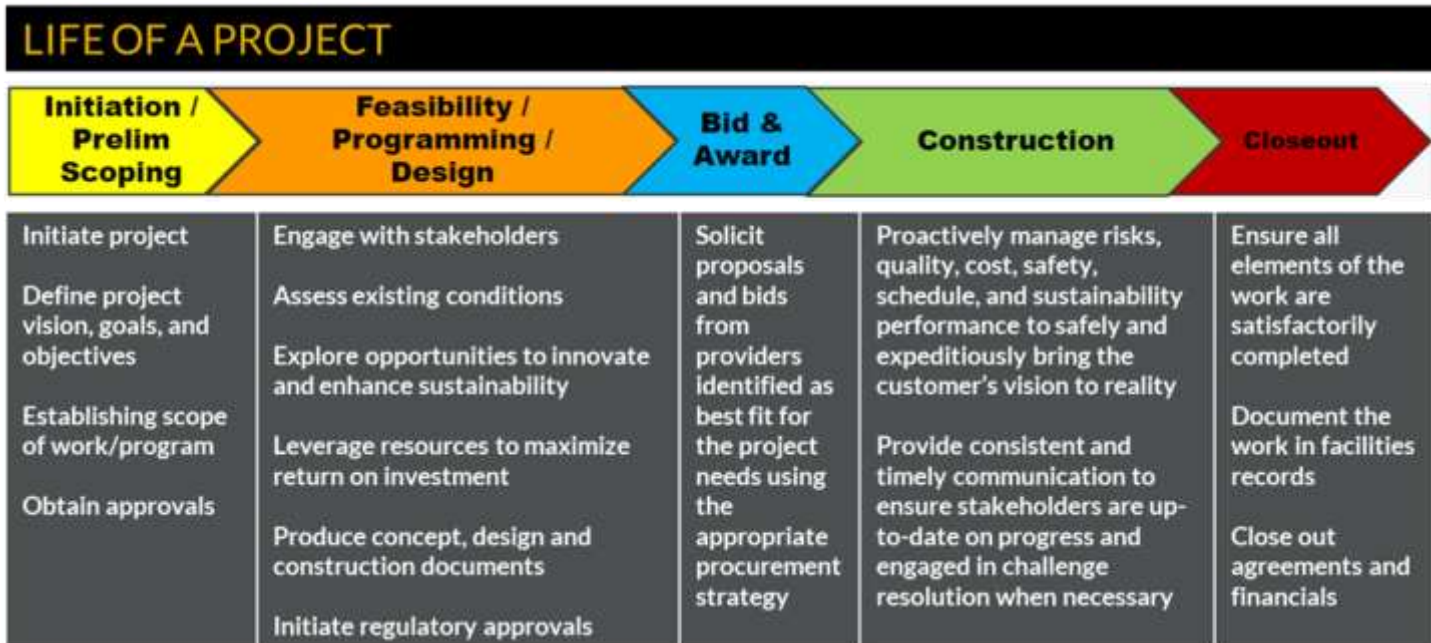
A completed [Project Request Form](#) is required for all requests. A Senior Business officer (SBO) signature is required on all Project Request Forms (+ Senior Vice President (SVP) signature for projects anticipated ≥\$250,000). Use the [Find Your Senior Business Officer – USC Business Services](#) page to identify the SBO for your organization. Please refer to the [How to Request a Project](#) document and the [Services Matrix](#) for guidance. We look forward to working with you!

To request self-performed carpet or paint authorizations utilize the same instructions as for a project request but select “Self-Performed Carpet and/or Paint Request” in the Sub Type field. A Project Request Form is not required for self-performed carpet and/or paint requests. Refer to the [Paint and Carpet Procurement policy](#) for further information.

Type: Sub Type:

WHAT TO EXPECT

We will work with you to define your intended scope of work, provide estimates as necessary at various stages of scope and design development, facilitate stakeholder identification and collaboration. and identify and incorporate appropriate application of standards, guidelines, and preferences throughout the project lifecycle. Your CCD project manager will guide your project from inception to completion. Further, CCD project managers, in conjunction with architect/engineering personnel review work in place for quality and conformance with the design and specifications.



THE CUSTOMER EXPERIENCE INITIATIVE

CCD always welcomes your feedback. As part of Facilities Planning and Management, we actively participate in customer outreach events and work collaboratively with other FPM departments to continuously improve the services we provide. We encourage you to let us know about your experiences – whether about something that is working well or something that could be improved; your input is valued. Please take advantage of the feedback feature provided on the FPM website or reach out to our Project Managers, Directors, and Customer Champions to let us know how we are doing.



FACILITIES MANAGEMENT SERVICES



FACILITIES MANAGEMENT SERVICES

OVERVIEW

Facilities Management Services is responsible for the day-to-day appearance, comfort, repair, and maintenance of USC’s buildings and infrastructure on the University Park and Health Sciences campuses, the Wrigley institute, and various leased spaces. We have a team of 340 dedicated employees and a contracted workforce at UPC of approximately 200 custodians.

Although we have multiple campuses to serve, we function as one unified organization where our leaders are responsible for their respective departments across all locations. Our services are coordinated through our friendly and dedicated Customer Resource Center team.



OPERATIONS & MAINTENANCE



ENERGY & SUSTAINABILITY



**ENGINEERING & ASSET
MANAGEMENT**



INTRODUCTION TO FMS

Our Operations & Maintenance team manages a wide range of services that keep the University looking pristine and functioning reliably: the Customer Resource Center, Events, Custodial Services, Grounds Services, Construction Project Services, Building Trades, Zones, Engineers, HVAC, elevator, electrical, plumbing and fire shops.

The Engineering and Asset Management team is responsible for USC's utility infrastructure and master planning. It also oversees the following departments: the Energy Control Center, which monitors and manages tens of thousands of sensors and control points in USC buildings; CAD Services, which manages the building records archive, the campus GIS mapping system and operational drawings; and the university Asset Management Building Renewal Program. Their group of professional engineers works hard to support the shops, capital projects, and the university asset renewal program.

Our Sustainability and Energy Team implements major components of USC's 2028 aggressive Sustainability Plan, which involves at least a \$20 million investment over time to reduce our carbon footprint and improve energy efficacy over the next few years.

OPERATIONS & MAINTENANCE

CUSTODIAL

Custodial Services is responsible for the routine cleaning of interior buildings areas including, but not limited to: classrooms; auditoria; conference rooms; laboratories; clinical and patient areas; morgues, libraries; offices; and restrooms.

Custodial Services is responsible for the routine cleaning of interior building areas including, but not limited to: Classrooms; auditoria; conference rooms; laboratories; clinical and patient areas; morgues; libraries; offices; and restrooms. The Health Sciences Custodial department has been gradually implementing the use of green select products and chemicals to comply with the University's zero waste goal.

[See Table 1- Custodial Cleaning Frequencies on page 37](#)

CUSTOMER RESOURCE CENTER

The Customer Resource Center (CRC) is the hub of daily activity at FPM and should be contacted for all Service Requests, including emergencies. Requests may be placed by telephone or through the FPM website. Services cannot be obtained through direct contact with technicians or managers with the exception of zone maintenance techs.

Services Include:

- Process Utility Shutdowns
- EOC logistics
- Customer Surveys

Prioritizing Service Requests:

In order to process the numerous Service Requests received each day, priority codes are assigned and each request is placed in a queue according to the urgency of all requests across campus at any given time. Requests for services are directly fielded to the appropriate shop. In an emergency, CRC will remain in continual contact with the customer. For urgent calls, customers will receive confirmation that a tradesperson will be dispatched within the 8 hours shift.

[See Table 3 - Priority Levels on page 39.](#)

To submit a Service Request via the FPM Website:

1. Log into Shibboleth
2. Enter DUO verification
3. You are now logged into FAMIS Cloud

CUSTOMER RESOURCE CENTER

SHUTDOWNS

Building equipment or utilities shutdowns are often needed for plumbing repairs, alarm testing/deactivation, or for construction projects. It may be necessary to shut down one or more building utilities, such as domestic water, fire sprinklers, steam, HVAC water, HVAC, electricity, gas, elevators and fire alarms.

Project managers submit a shutdown request to the Customer Resource Center **14 days prior** to the date of the shutdown to allow for proper processing, planning and customer notification. CRC aims to notify the customer **at least a week** prior to the shutdown.

The CRC contact list for shutdowns is over 1650 strong. If you would like to be included on this list, please call **213-740-6833**. The list is automatically updated biannually to include new customers or to remove customers as requested or have left their department or the University. Notice of the shutdown information is posted in the building **2-3 days** prior to the shutdown. Shutdowns can impact campus customers in a wide variety of ways. We encourage you to pay special attention to postings and contact us immediately with questions or concerns.

If an emergency shutdown of utilities is needed to avoid dire asset damages or other related damages (floods, fires, power outages etc..) a Blackboard message will immediately be sent via email/cell phone to the building occupants, Safety and other partnering departments and the building impairment will proceed as needed.

URGENT/EMERGENCY SERVICES

The Customer Resource Center (CRC) is responsible for processing work requests in response to the needs of our customers. In partnership with other USC departments, we take pride in providing quality service to students, faculty, staff and visitors across the Trojan community.

To see a full list of our services, [click here](#).

To process your request and follow-up, we will need:

- Specific location (building, floor, room)
- Description of problem or source of issue
- Name as listed in directory, phone number and email address
- Department name & school

To request for service via web, click on the **Submit a Serve Request** button on the right side of this page.

SUBMIT A
SERVICE
REQUEST



For facilities related emergencies or to request service via phone, call CRC (24/7). Emergency calls cannot be processed via web:

University Park (UPC) – (213) 740-6833
Health Sciences (HSC) – (323) 442-8005

Do not submit emergency requests via web services.

Examples of facilities-related emergencies:

- Fire/flood/sewer back up
- Elevator issues
- Leaks
- Power Outages
- Lock out

EVENTS PLANNING

FPM Events Department takes pride in offering quality service to assist campus departments, student organizations, and external customers with all aspects of event planning and related estimating services. Planning events can be a long and tedious process and by working in partnership with other USC departments, we help clients organize successful events and help ensure that all events adhere to university protocol. Additionally, we are responsible for coordinating FPM crews for campus events to ensure efficiency, cost effectiveness and timeliness of service.

PLAN AN EVENT

Requirements for all types of events. Please complete ALL steps below:

1. [Apply for an Event Permit](#). Required for all events.
2. [Submit a checklist to FPM Events](#). Diagram and Payment Information Required with Checklist Submittal
3. For other departmental approvals, [click here](#). (Fire and Safety, DPS, Trojan Event Services, CRUE, Auxiliary Services)

Cost Breakdown for Events:

- [Basic Zones Cost Breakdown](#)
- [Heavy Equipment Cost Breakdown](#)
- [Basic Electrical Cost Breakdown](#)
- [IR-ATH Cost Breakdown](#)
- [SPS Events Delivery Charges](#)

[Event Planning Diagrams](#)

Office Hours:

Open: Monday-Friday, 7:00am-5:30pm

Closed: Saturday, Sunday, and Holidays

Visit us at <https://fpm.usc.edu/facilities-management-services/events-planning/>

Services Include:

- Providing event estimates
- Coordinating event locations, set up and logistics
- Cleaning up after the event – indoors/outdoors
- Provide diagrams

Types of Events:

- Commencement
- Concerts
- Homecoming
- Meetings/seminars
- New building dedications
- Receptions
- Sorority and fraternity functions
- Sporting events/tailgates



FILMING REQUESTS

USC receives requests from film companies, independent movie producers, and students to film on campus. FMS is part of the approval process based on three different categories:

| CATEGORY | PROCESS |
|--|---|
| USC Students enrolled in the USC School of Cinematic Arts | <p>Please contact the Student Production Office at (213) 740-2895. They will inform you of their permitting processes and procedures.</p> <p>If your filming project involves the following special maintenance needs such as sprinklers turned off or special lighting, an FMS work order will be created along with required fees, paid by an internal requisition. Requests should be sent to daguilar@usc.edu</p> <p>Debbie Aguilar, Associate Director, Customer Resource Center (CRC), will create a work order and forward the request to the appropriate service department. All fees will be itemized on the work order and submitted to CRC for billing.</p> <p>After you have placed a work order through CRC and received the appropriate signatures, email the permit to Debbie Aguilar for review. She will send you an email confirmation within 1-2 days (serving as an electronic signature), and you will continue the permitting process as directed by the USC Student Production Office.</p> <p><u>See Table 4- Filming Request Fees on page 40</u></p> |
| USC Students NOT enrolled in the USC School of Cinematic Arts | <p>Please contact the USC Physical Production Office at (213) 740-1298. They will inform you of their permitting processes and procedures.</p> |
| Individuals and Companies NOT enrolled or affiliated with USC | <p>Please contact the USC Campus Filming Office at (213) 740-6591. They will inform you of their permitting processes and procedures.</p> |



ZONES

The primary responsibility of the Zone Maintenance unit is the routine maintenance of common areas (see below) in and around academic and administrative buildings. Most of the services that the Zone Shop provides are considered “non-chargeback” or “non-billable” work and are covered through indirect costs.

The Zone Maintenance work unit utilizes a “find-it, fix it” approach which promotes regular building inspections, on the spot repairs, and proactive measures to keep facilities operating at optimum levels.

Both the UPC and HSC campuses are divided into geographical “zones” (access maps below). Each zone has a team of maintenance personnel who are assigned to the facilities in that area. This arrangement allows those Zone Maintenance personnel to become familiar with the customers, maintenance issues, access requirements, and other nuances of their particular zone, making them more effective and efficient in providing services. If a maintenance issue cannot be handled by zones personnel, they can advise the customers on the correct way to proceed.

ZONE TEAMS

A typical Zone Maintenance Team consist of a blend of tradespeople and technicians:



SUPERVISOR



**6-7
ZONE TECHS**



ELECTRICIAN



PLUMBER



CARPENTER



PAINTER



ENGINEER

Responsibilities

- Campus signage
- Preventive maintenance
- FMS-related project support
- Roof repairs
- Triaging minor facilities-related health and safety concerns
- Assisting the Events Planning unit
- Assisting disaster response
- Minor billable work (e.g., hanging pictures, mounting white-boards, installing keyboard trays, etc.)

Primary Services

- Classroom facilities
- Decorative fountain maintenance
- Door and window repairs
- Floor and ceiling concerns
- Graffiti and vandalism issues
- Integrated pest management for interior and exterior of building

- Interior lighting repairs
- Patch and paint of facility common areas
- Pleated air filter replacement
- Plumbing leaks and stoppages
- Restoration of electrical power
- Restroom fixture maintenance

Common Areas

- Auditoria
- Campus monuments and statues
- Classrooms
- Decorative fountains
- Hallways
- Libraries
- Lobbies
- Machinery spaces
- Restrooms
- Roofs

Zones and Maps

[Maps - USC Facilities Planning Management](#)

CONSTRUCTION PROJECT SERVICES

The purpose of the Construction Project Services Unit (CPS) is to provide coordination of cost effective, fast track projects for the academic, research and patient care community of the University of Southern California.

SERVICES

We assist University Schools, Clinics and Research Departments by providing:

- a) Cost effective small single or multi-trade projects
- b) Budget development and project estimating
- c) Project scheduling
- d) Project management and site supervision

Estimate Requests:

Construction Development or Facilities Management Services. Typically,

- If a project involves small, single trade or simple multiple trades the request will likely be handled by FMS and the estimate will be prepared by CPS;
- If the project requires permits, or involves multiple trades/vendors, the estimate will likely be managed by Capital Construction and they will prepare the estimate..

Customers who submit an online request will be contacted by a representative of either Capital Construction or Facilities Management Services within five (5) business days. *(CPS will contact within 48 hours-CCDS takes longer-this doesn't need to be added but CCD has a more complicated chain of command than CPS).

Existing Users:

If you already have a FMS FAMIS Service Request username and password, please enter here to request an estimate

New Users:

If you already have a FMS FAMIS Service Request username and password, please enter here to request an estimate.

Without a username and password you will be unable to submit an estimate. Obtain a username and password by emailing fms-misd@usc.edu with the information above.

- Last Name (as published in the USC Directory)
- First Name (as published in the USC Directory)
- Preferred Username (case sensitive)

SUBMIT A SERVICE REQUEST

On the **Create Request** tab:

1. Fill in the fields for which you have the information (some information will be prepopulated—your name and contact information from the USC Directory)
2. Enter the property/floor/room
3. Select "Type-Project – FMS Estimate"
4. Select Sub-Type: Carpet and/or Paint Estimate Request; Remodels / Moves Estimate Request; or Access Control
5. Describe your request- give a brief description of what work you require
6. Click "Submit"
7. You will receive confirmation with the request number. At this point if you have any documentation of pictures you may attach them.
8. CPS will review your request and, if the request requires permits or involves/exceeds the trades capacity to provide the services, the request will likely be managed by Capital Construction and they will prepare the estimate

MOVING /SPECIAL SERVICES

The Facilities Special Services (SPS) unit provides a variety of moving services, ranging from moving furniture around in one office to transporting equipment across campuses. All services are billable to the customer or department requesting services.

Our responsibilities Include:

- Moving office furniture or equipment between rooms in the same building.
- Assembly of furniture (desks, hutches, chairs, bookcases, credenzas, etc.)
- Transporting office furniture or equipment between buildings on campus or between campuses.
- Moving items between University campuses and non-university sites (University-related business only).
- Removing and disposing of old/non-operable furniture and equipment (desks, chairs, refrigerators, lab equipment, etc.) (lab equipment must be cleared by EHS prior to contacting SPS)
- Providing trash bins for large amounts of trash for office cleanouts and during relocation/renovation projects..
- Providing cardboard boxes for moving and storing materials.
- Supporting special events on both campuses including the including the set-up and reset of conference rooms, delivery of materials to and from special events.
- Forklift Services – Require a minimum of 3 employees for safety compliance (driver, safety spotter (s) and in cage when applicable)

Requests should be placed through the FMS website. Services can not be obtained by direct contact with technicians or supervisors.

NOTE: **BEFORE** requesting service, you must:

- Obtain either a USC department internal requisition OR a blanket requisition number.
- Prepare to provide a detailed list of locations and description of services being requested, including contact names and numbers. . Submitting pictures of the items to be moved etc. is preferred.
- For date or time specific requests, be sure to submit your request at least 5 to 7 business days before date/time desired.



LANDSCAPE AND GROUNDS

| PRIORITY | DESCRIPTION |
|---------------------------------|---|
| Athletic Facilities Shop | <p>The Athletic Shop maintains high quality athletic facilities for one of the nation’s most preeminent athletic programs.</p> <p>The shop provides landscape services to Rod Dedeaux Baseball Stadium, Loker Track Stadium & Felix Field, Merle Norman Beach Volleyball Stadium and Brittingham Intramural Field.</p> |
| Heavy Equipment | <p>The Heavy Equipment Shop is responsible for street, parking lot and parking structure sweeping services to UPC, HSC and North UPC.</p> <p>The shop also performs repair and maintenance to university sidewalks and streets, and supports all campus events.</p> |
| Fleet Management | <p>The Fleet Management Shop is responsible for the maintenance and repair of FMS’ service vehicles.</p> |
| Irrigation | <p>The Irrigation Shop provides water management and irrigation system maintenance to UPC, HSC, and North UPC.</p> <p>We use advanced water management technology including a weather-based tracking and scheduling system that utilizes data such as evaporation, plant transpiration, plant/crop coefficient, and sprinkler precipitation rate to adjust irrigation schedules.</p> <p>The Irrigation Shop is also responsible for the installation and maintenance of drip tubing in planter areas to further improve efficient water application.</p> <p>We also support construction projects and university sanctioned events.</p> |

PRIORITY

DESCRIPTION

The Landscape and Grounds Department maintains over 360 acres across multiple campuses. These areas include the University Park Campus, The Health and Science campus, properties within the North University Park neighborhood and the Village. Grounds employees work in separate “Zones” or crews to maintain all of the outdoor environment. Our goal is to provide “high-level maintenance” or APPA Level 2 type service. Maintenance of the landscape includes leaf blowing, turf maintenance, fertilization of shrubs, flowers, and turf, litter control, weed/disease/pest control, hardscape power washing, trash and recycle receptacles, flower planting, regular “quality control” inspections and managing the health of 8,000 trees. We are recognized as a Tree Campus Higher Education at arborday.org.

In support of the Native Plant Sustainability Initiative, we transitioned to a native and climate adaptive landscape ([click for more info](#)). In collaboration with students, faculty, staff, and Capital Construction project managers we have converted 25,626 sq ft of non event used turf areas and planters. In order to ensure the success of growth of the native plant, 32 members of the Grounds shop underwent a certification program by Theodore Payne Foundation and experts of California Native Plant cultivation.

Landscape

We also provide service to over 600 special events per year including football tailgates, the festival of books, Commencement, Homecoming, campus filming, and new student orientations.

This past May 2021 the landscape department achieved the first University “AGZA Certified Green Zone” in the country. The everyday routine grounds maintenance has been transitioned from fossil-fuel powered equipment to advanced battery electric equipment. These tools are low noise and zero emissions making them safer for the employees to operate and less disturbing for the students. The certification focuses on two-stroke engines used for daily maintenance. However the department went above and beyond by also replacing ride-on mowers, self-propelled mowers, edgers, and chainsaws. An Environmental Landscape Footprint (ELF) report was generated showing that the transition will result in annual reductions of 89 tons of greenhouse gases (equivalent to taking 18 vehicles off of the road) and 15 tons of toxic exhaust. The Health Sciences Campus landscape crew will also be fully transitioned to battery equipment in the next few months. The landscape department is proud to lead the university and the grounds industry as a whole to a more sustainable future!



| PRIORITY | DESCRIPTION |
|---|---|
| <p data-bbox="105 165 381 201">Waste Management</p>  | <p data-bbox="427 165 1528 283">The Waste Management Department oversees all waste activities on campus from its inception to its final disposal. This includes collection, transport, disposal of waste together with monitoring and regulation.</p> <p data-bbox="427 304 1528 598">Waste Management manages the daily waste operations at UPC, HSC, The Village, Off campus USC housing/ businesses. Responsibilities include managing the city franchise waste contract, ensuring all buildings have access to all 3 waste streams, verifying the optimal capacity and cost for individual departmental operations, addressing missed pick-ups, contamination issues, and overfilled containers, reconciling invoicing, ensuring all city contract requirements and State Laws related to waste are adhered to by both the University and the City Franchise Service Provider.</p> <p data-bbox="427 619 1528 913">The department plays one of the most essential roles in President Folt’s Zero Waste Initiative by 2028. This is because Waste Management has the unique opportunity to daily assess the current waste practices of the Campus in its entirety through physical waste characterizations of the downstream waste disposal. The downstream waste data provides the department the opportunity to provide necessary tools and programs and to educate the University on best waste practices in procurement, reduction, reuse, donation and finally recycle and compost. The identification of the downstream waste at the University.</p> <p data-bbox="427 934 617 966">Program Goals</p> <ul data-bbox="427 976 1528 1480" style="list-style-type: none"> • Zero Waste (90% diversion) by 2028 • Provide the tools necessary to maximize recycling and compost on campus. • Ensure contract compliance with city franchise agreement and State Mandated Assembly bills related to waste diversion. • Magnitude – DATA • Over 170 buildings • 119 total (UPC, HSC, off campus, etc) • 179 trash, 173 recycling dumpsters or carts, 74 compost/Yard Waste dumpsters or carts. Industrial (roll offs): 12 trash, 18 recycling, 6 compost • 49,500 students (grad and undergrad) 30,065 (full time staff/faculty/student workers) (2022-2023 https://www.usc.edu/we-are-usc/the-university/facts-and-stats/) • UPC 226 acres, HSC 79 acres <p data-bbox="427 1522 1144 1554">Strategies in Progress to support Zero Waste by 2028 Goal</p> <p data-bbox="427 1585 803 1617">1. Centralized Waste Program</p> <p data-bbox="427 1648 1528 1969">In an effort to increase recycling and composting rates, the Zero Waste team is implementing the centralized waste program for all interior buildings on UPC and HSC campuses. This program requires replacing existing bins inside of buildings with conveniently located centralized waste bins that contain all three waste streams in a single convenient location. The pilot program was first executed in April 2023 at USC Gould School of Law and resulted in an increase of 6,000 lbs of compost per month and 30% increase in the diversion rate for the waste enclosure utilized specifically for the law building. The goal is to complete full expansion to all buildings on UPC and HSC campuses by 2028.</p> |

PRIORITY DESCRIPTION

Waste Management

2. Exterior Multi Stream Bins

Similarly to the centralized waste program, the Zero Waste team is replacing the single stream exterior trash cans with exterior multi stream bins that have all three streams in a single location. On the UPC campus alone, there are 280 exterior single stream bins that will be removed. The Zero Waste team has both mapped the existing Victor Stanley’s and the locations of the new multistream bins. The goal is to finish removing the old bins and installing the new multistream bins on UPC and HSC campuses by 2028.

3. External Reporting Dashboard

In an effort to provide transparency on the diversion rate for USC, the Zero Waste team is creating an external facing dashboard which will allow stakeholders to see their current

Organization and Structure

Current Staffing

SUSTAINABILITY MANAGER



WASTE & RECYCLING COORDINATOR

The Waste and Recycling Coordinator is the liaison between the waste hauler and USC. They manage the city franchise waste contract, monitor missed pickups, overfill, contamination in the dumpsters, request service for the various rollofs, and reconcile invoicing.

ZERO WASTE DATA ANALYST

- Diversion calculations
- Reporting

ZERO WASTE AUDITOR

The Zero Waste Auditors are responsible for conducting visual audits of the exterior waste enclosures. They identify the opportunities for zero waste initiatives by looking at what type of items are ending up in the waste stream. They are also responsible for right sizing the waste enclosures which means making sure that there is enough capacity for each waste stream.

The Auditors have also been responsible for outreach and education to staff, faculty and students about what belongs in each waste stream and correct waste practices on-campus.

GENERAL SERVICE JOURNEYMEN

With the installation of the exterior multi stream bins comes two additional waste streams: recycling and composting. To address the increased operational work, the Waste Management department has repurposed two General Service Journeymen, previously baling cardboard daily, to now collecting the recycling and compost streams on all exterior multi stream bins at The Village and UPC. These two positions have directed 37 tons of waste (per month) away from the landfill for just The Village alone. They are also responsible for pulling out the front-load dumpsters in The Village to avoid distance charges and access fees from the hauler. These positions save an average of \$163,164.56 in fees per year.

Metrics / KPI’s – Continuous Improvement

- Waste assessments/characterization studies
- Hauling costs
- Right sizing of enclosures
- Diversion/Aversion

Annual Review/Report

- Office Of Sustainability report university and the grounds industry as a whole to a more sustainable future!

LOCKSHOP

The purpose of the Lock Shop is to provide timely service, repair, installation, technical assistance, and compliance in the fields of Locksmithing, Access Control, and Architectural Doors for the University of Southern California. We do this to support the University mission of education, research and patient care for the USC Community. We assist University Schools, Clinics and Departments by providing and maintaining:



Locking hardware, access control, and keys to protect students, patients, faculty and staff, as well as University research and assets.



Life safety doors and hardware to ensure that the USC Community is able to exit University buildings quickly and safely in the event of an emergency.



Specification assistance to maintain University standards in the area of locks/keys, door hardware, and access control.



Access Support for emergency response teams such as DPS, USC Fire, EH&S, and Hazmat with attention to campus wide incidents such as Earthquake and Active Shooter responses.

SPECIAL NOTICES:

Only pre-authorized Key Requestors are allowed to submit a request to FPM Customer Resource Center. To determine who the Authorized Key Requestor is, contact your Building Supervisor.

The installation of non-university standard locks, door security devices, access control equipment, and/or padlocks is strictly prohibited.

KEY REQUESTS

- Identify building, floor and room number
- Provide specific key number(s)
- Determine quantity of keys needed. Keyholders are limited to one key per key number.
- Include name and 10-digit ID of each keyholder
- Master keys, submaster keys, and building entry keys require specific authorization and payment. Contact the Lock Shop for details. lockshop@usc.edu

LOCK CHANGE/RE-KEY

- Specify the reason for lock change (i.e. move, reassignment, new staff, lost of stolen keys, theft, vandalism).
- Provide specific instructions (i.e. keyed to an existing master)
- Specify quantities of each key needed
- Include name(s) and 10-digit ID number(s) for each keyholder

NEW INSTALLATIONS

- Installation costs can vary based on time and materials. To determine what type of lock you need, please contact the Lock Shop at 213-740-3412 or email at lockshop@usc.edu. For costs, please refer to section on Construction Project Services to request an estimate.

LOCK REPAIRS

- Identify the building, floor and room number
- Identify the type of lock you have
 - Stand-alone using coded access (Omni or AD)
 - Networked card reader (Lenel)
 - Standard Mechanical (using a key)
- Specify the problem with the lock
 - Red light flashes
 - Key is broken or stuck
 - Key goes in but doesn't open
 - Other

Use the information below to help the FPM Staff best meet service request needs.

ROUTINE COSTS

[See Table 2- Lock Shop Routine Costs on page 38](#)

LOCKSHOP FAQ'S

Q: How do I get a locked door open?

A: Call USC Department of Public Safety at (213) 740-6000. *

For classrooms on UPC call (213) 740-9353.

FPM Lock Shop personnel do not open/un-lock doors.

* Be prepared to show a University ID (or other valid photo identification), along with any other necessary credentials to demonstrate your authorization for entering the locked room or building.

Q: Who do I call for trouble with: Access, OMNI, LENEL, AD Locks, and gates?

A: FPM Customer Resource Center at (213) 740-6833. *

* Be prepared to show a University ID (or other valid photo identification), along with any other necessary credentials to demonstrate your authorization for entering the locked room or building.

Q: How do I request a key?

A: Only Authorized Key Requestors are allowed to submit a request through the FPM Customer Resource Center. Check with your Building Supervisor to determine who the Authorized Key Requestor is. Request Service here.

Q: Who is authorized to order duplicate keys?

A: Only University employees, who have been identified as the Authorized Key Requestor for a building, will be allowed to request key duplications. Service will be denied for all other requestors. Request Service here.

Q: How do I get keys for contractors?

A: Capital Construction Development Project Managers are required to complete a Contractor Key Request Form and submit it to the Lock Shop Operations Specialist, Ruddy Barrenos at least 48 hours prior to the start of your project. Keys will be available for pick-up by the Project Manager at the FMS Lock Shop.

Q: How do I get an ID for contractors?

A: Authorized Requestors are required to complete an iVIP Vendor ID Request Form and submit it to Iann Williams, iannwill@usc.edu at least 48 hours prior to your vendor needing access. Please ensure that all information (including e-mail address) is current and accurate. Your vendor will be notified by e-mail when to pick-up their ID from USCard.

Q: How do I request a lock change?

A: Only Authorized Key Requestors are allowed to submit a lock change request through the FPM Customer Resource Center. All requests for planned and non-emergency lock changes must be submitted through CRC. Request Service here.

Q: How do I request a keying estimate on projects?

A: Please refer to section on Construction Project Services to request an estimate.





MAINTENANCE

SHOP DESCRIPTION

Building Trades Services Shop The Building Trade Services shop provides timely service, repair, and installation in the areas of Carpentry, Paint and Cabinet Fabrication for the University of Southern California. We do this to support the University mission of education, research and patient care for the USC Community. The Building Trade Services Shop is a group of skilled professionals with the responsibility of providing services in the areas of Routine Billable Work Requests, Projects, Maintenance Work Requests, and Door Repair and Replacement.

Electrical Shop The purpose of the Electrical Shop is to provide timely service, repair, installation, technical assistance, and compliance in the fields of Electrical Construction & Maintenance, Access Control, and Energy Services support for the University of Southern California. The Electrical Shop is responsible for medium voltage, outdoor lighting, access control systems, UPS systems, construction services, metering, power quality, event power, preventative maintenance, shutdowns and service calls across all the universities campuses.

Elevator Shop The Elevator Shop is responsible for the maintenance of both the UPC and HSC campus elevators, as well as the repair and modernization of these units. We work closely with the City of Los Angeles Building and Safety Department, Elevator Division for our annual inspections. Additionally, we conduct all Fire, Life and Safety (FLS) testing, and attend continual education certification courses every two years, to ensure that all University elevators are maintained, in compliance, and safe. The Elevator Shop also service and ensure annual permits for wheelchair lifts and dumbwaiters.

Engineering Shop The Engineering Shop is responsible for the management and regular inspections, cleaning, adjustments and corrective repairs of equipment and utilities systems on both the University Park and Health Sciences campuses. Engineering Shop employees are also responsible for all regulatory testing (i.e. fume hood exhaust fans , AQMD boiler emissions testing, emergency generator testing, equipment certifications, and hospital compliance.

Fire Shop The Fire Safety and Compliance unit tests, maintains, and responds to fire systems. We certify, report, and house fire and environmental compliance documentation. Fire alarms, sprinklers, standpipes, extinguishers, smoke control systems. We test emergency power systems and fire doors within USC owned property.

| SHOP | DESCRIPTION |
|---|---|
| Heating, Ventilation and Air Conditioning (HVAC) | The HVAC Shop for both University Park and Health Sciences Campuses is responsible for maintaining and servicing the heating and cooling equipment controlling the comfort levels and air quality of the campus buildings, information from the FMS Energy Management Control Center identifies trouble spots and potential problems for resolution by HVAC Shop employees at both campuses. HVAC technicians are then scheduled and dis- |
| Plumbing Shop | The Plumbing shop is responsible for the maintenance and servicing of all UPC, HSC and USC properties water and sewer infrastructure and utilities, grease interceptors, sewer jetting, Gas mains and laterals, back-flow annual re-certification testing and repairs as well as monthly testing of hydration stations and the Acid Clarifiers and Sewage Sampling Program. Additionally, our FPM journeymen plumbers assist with capital construction projects, providing their technical expertise to meet our university needs, we commit ourselves to timeliness, attention to detail and service-focused attitudes, to maintain the highest levels of professionalism and integrity. |
| PM Shop | The PM shop is responsible for the maintenance and servicing of the Priority 1 buildings at UPC & HSC campuses. These duties range from HVAC systems, exhaust fan system, fume hood to infrastructure and mechanical utilities at hospital level standards as well as critical research facilities, central computer rooms, satellite server rooms and student housing and dining facilities. Providing their technical expertise to meet our university needs, we commit ourselves to timeliness, attention to detail and service-focused attitudes, to maintain the highest levels of professionalism and integrity. |

Together, these shops perform scheduled and preventive maintenance on plumbing, HVAC, related control systems, roofs, fire life safety, elevators and emergency generators. It is our goal to provide a safe, comfortable and accessible environment for all USC faculty, students, staff and visitors, year in and year out.

Our responsibilities include:

- Making adjustments, maintaining, and repairing building heating and cooling systems.
- Responding to requests regarding office/room temperature.
- Maintaining and repairing campus plumbing systems (for example: domestic water supply, restroom and laboratory fixtures, waste and storm drains, and water distribution for hydronic heating and cooling systems).
- Conducting preventive maintenance for building mechanical systems.
- Repairing light fixtures and other electrical systems.
- Maintaining and repairing building pumps, fans and motors, and changing filters and fan belts.
- Testing, inspecting and maintaining building fire alarms and fire sprinkler systems.
- Testing, inspecting and maintaining chair lifts and doors for disability access and ADA compliance.



ENGINEERING & ASSET MANAGEMENT



ENGINEERING

Engineering Services establishes, implements, and enforces the design and construction standards for the University of Southern California. Our areas of engineering expertise include: civil, mechanical, electrical, plumbing, fire protection, environmental, and commissioning.

OUR MISSION

As stewards of university assets, Engineering Services champions the integrity of an enduring infrastructure. Our experts set construction standards, establish guidelines, and recommend innovative approaches to create a safe environment in support of an enriched and inspired academic institution.

OUR VISION

Through passion and collaboration, we are leaders in our field who help shape the university of tomorrow by creating a sustainable built environment for the entire Trojan community today.

OUR RESPONSIBILITIES INCLUDE:

- Coordinating with maintenance, construction, and planning units relative to engineering needs.
- Assisting in the development of the campus infrastructure and central utilities master planning.
- Performing design reviews of engineered systems for all projects to ensure that they conform to university standards.
- Supporting all projects during construction from inception through all phases of the project life-cycle.
- Assisting in trouble shooting building systems with FMS Operations & Maintenance staff.
- Interacting with FMS customers to help them better understand MEP requirements and support systems within university buildings.

ASSET MANAGEMENT

To maintain a good overall building condition, address aging building systems, and the ever-changing program needs for impactful teaching and research, the University Asset Renewal Program is responsible for the tracking, prioritization and planning of refurbishment and/or replacement project of building and campus utility systems based on lifecycle and conditions of the systems.

The Asset Renewal team manages and maintains a database of all building systems and components, along with their condition, characteristics, anticipated useful life, and costs for replacement. This database is the foundation for the planning and prioritization process. Project needs are prioritized based on a set of criteria including: building/space function, system type, risk ratings, and overall building condition needs. Using this prioritization, partnered with the expertise of our subject matter experts in Engineering Services and Operations & Maintenance, and aligned with each department's short-term and long-term needs for their spaces, a list of asset renewal projects is established for the forthcoming 3-5 years, and is reviewed and adjusted annually.

The breadth of Asset Renewal that is associated with the Primary Building and Campus Infrastructure systems is categorized as follows:



BUILDING ENVELOPE SYSTEMS

- Roofs
- Windows
- Waterproofing
- Exterior wall structure and finishes
- Entryways and common area finishes
- Exterior perimeter, common doors, and hardware
- Historical building preservation



BUILDING MEP SYSTEMS (MECHANICAL, ELECTRICAL,

- Primary HVAC systems
- Primary building exhaust systems
- Building chilled water and heating hot water systems
- Main electrical service
- Emergency power electrical systems
- Domestic cold and hot water systems
- Domestic water pumps
- Storm drain sump pump systems
- Sewage ejector systems
- Fire risers and fire pump systems
- Fire Alarm main panel and backbone distribution
- Building Automation/Energy Management Controls main controllers and backbone distribution
- Elevators and Conveyance systems
- Common space systems



UTILITY INFRASTRUCTURE RENEWAL

- Chiller plants and chilled water distribution
- Boiler plants and steam or heating hot water distribution
- Domestic and fire water main distribution
- Electrical Vaults and main feeder distribution
- Storm drain system
- Sewer systems
- Campus lighting, hardscape, and landscape for common areas

ENERGY CONTROL CENTER

Energy Control Center is responsible for the operational management of the university's building and campus systems to ensure comfortable conditions while minimizing energy costs and GHG emissions. By using energy and cost-saving practices, such as centralized room temperature control, and occupancy-based operation in many campus buildings, we strive to provide a sustainable environment for generations of Trojans to come.

CAMPUS INFRASTRUCTURE MANAGEMENT

Trouble shooting and maintaining the buildings control systems.

ENERGY SYSTEMS MONITORING AND MAINTENANCE

- Heating and air conditioning (HVAC) system scheduling.
- Chilled water and Thermal Energy Storage generation and distribution.
- Electrical power distribution and power quality.
- Research Equipment Emergency Power Information.
- Analysis and assessment of energy usage and patterns.
- Metering system installation and maintenance, including electric, natural gas, domestic water, chilled water, and cooling tower meters.

STRATEGIC PLANNING, ENERGY SAVINGS, AND COST MANAGEMENT

- Long-term energy assessments.
- Energy Audit and Retro-commissioning processes.
- HVAC, renewable energy, lighting and building operations upgrade and retrofit projects.
- Provide input regarding energy efficiency and new building control systems.
- Cost and service negotiations with utility providers (LADWP, SoCalGas, and SCE).



CAD SERVICES

The CAD Services team provides timely and accurate computer-aided drafting and mapping services in support of the building, maintenance, and construction initiatives of USC. Our dedicated professionals specialize in developing and maintaining databases for CAD, as-built, floor plans, models, and construction documents of all university-owned buildings and selected leased properties from all USC sites. We also manage site, utility, and thematic maps, and provide technical and other project-specific support to all USC stakeholders.

FPM CAD Services has championed the use of technology such as Building Information Modeling (BIM) and Geographic Information Systems (GIS) to provide more accurate, advanced data and graphics. Using BIM, we generate and manage digital representations of the physical and functional characteristics of a facility. The resulting building information models (BIMs) support decision-making about, and maintenance of, our facilities from the earliest conceptual stages, to design and construction, and throughout its operational life and eventual demolition. GIS allows us to create and manage maps of all types providing a look at our facilities in all scales using the same data to analyze dependencies, decrease costs, make better decisions, and improve performance management.



COMPUTER AIDED DESIGN (CAD)

- Architectural operational floor plans
- Telecommunications operational floor plans
- Space Floorplans



GEOGRAPHICAL INFORMATION SYSTEMS (GIS)

- Base Campus Map
- Thematic Maps
- Utility Maps



BUILDING INFORMATION MODELING (BIM)

- Modeling of existing buildings
- Providing checks and feedback for models during design and construction
- Receiving and processing models at project close-out



FACILITIES RELATED DOCUMENT MANAGEMENT

- Building Plans in Paper, PDF, CAD, and BIM
- Permits
- O&M Manuals
- Training Videos
- Specifications
- Balance/Soil/Other Reports

ENERGY & SUSTAINABILITY

METER MONITORING AND MAINTENANCE

USC's metering system assists several efforts, such as utility cost recovery, building management, engineering design, sustainability reporting, and academic research. Data generated from the meters can help facilities managers, researchers, and engineers better understanding of USC's resource consumption and energy demand to identify problems, streamline operations, and/or complete required reporting.

The metering program includes approximately 1,200 electrical meters, 100 domestic water meters, 70 chilled water meters, 30 heating hot water meters, 20 cooling tower water meters, 7 steam boiler plant water meters, and 55 irrigation flow meters. In addition, we are currently monitoring 6 Solar PV buildings with more to come. The team is responsible for managing and developing metering standards and overseeing service and maintenance, along with developing and monitoring upgrades and system expansion.

ENERGY FEASIBILITY STUDIES: EBEWE AUDIT AND RCX

This program enables USC to meet the requirements set by the City of Los Angeles' Existing Buildings Energy & Water Efficiency ordinance (EBEWE). Furthermore, it is a key step to the development of energy and water reduction projects that are components of larger USC sustainability efforts. In order to meet carbon neutrality goals, the university first must identify the best fit projects that will lead to a reduction in USC's carbon footprint and save costs.

Targeting implementation across ~150 buildings on a rolling 5-year schedule. Buildings will receive an audit where the team will review the buildings' usage patterns, systems, and operations, identify opportunities to reduce energy and water, and implement projects to capture savings.



LED LIGHTING RETROFIT

Reduce electricity cost, reduce operating costs, renew lighting systems, create a uniformed look through building, and reduce greenhouse gas emissions, are all outcomes of the LED retrofit program.

This effort includes a full lighting upgrade to LED technology for up to 200 buildings along with the outdoor lighting across UPC and HSC. Stages of the projects range from performing a lighting audit, to Title 24 design, to installation, along with leveraging utility rebates to reduce costs. The LED team works closely with buildings managers to ensure strong communication, customer input, and satisfaction with the process and results.

SUSTAINABILITY DATA MANAGEMENT AND LIVING LABS

Through data management we can understand how the university operates and improve facility and operational performance. Building data and information can also be used to support research and educational efforts, leveraging USC as a learning institution. Finally, data transparency is essential to track and report internally and the larger community on sustainability efforts and goals.

This program is responsible for compiling and submitting data for the following efforts:

- Annual Green House Gas (GHG) inventory
- Benchmarking to meet state and local energy regulations
- Sustainability Tracking, Assessment & Rating System (STARS) report
- Assignment: Earth, USC's sustainability framework and related goals
- Additional partnerships such as the U.S. Environmental Protection Agency's Green Power Partnership that tracks the usage of renewable and carbon free energy, <https://www.epa.gov/greenpower>.
- Provide information for academic research



Resources:

[Utility Usage Data and Solar Production Realtime Dashboard](#)

[FPM Sustainability - USC Facilities Planning and Management](#)

TABLE 1—CUSTODIAL CLEANING FREQUENCIES

| SERVICE | FREQUENCY |
|---|---|
| Routine/Standard Custodial Services | Monday through Friday |
| Space Cleaned | Per Business Week |
| 1:1 Program - 1 Partial Cleaning/1 Full Service Cleaning (offices) | Includes - emptying wastebaskets and recycling bins, twice a week; spot and full carpet vacuuming, detail and damp surface cleaning, once a week. |
| 2:1 Program - 2 Partial Cleaning/1 Full Service Cleaning | Includes - emptying wastebaskets three times a week; spot and full carpet vacuuming, detail and damp surface cleaning, once a week. |
| 4:1 Program - 4 Partial Cleaning/ 1 Full Service Cleaning (public areas) | Includes restrooms, locker rooms, showers, patient clinics, child care centers, reception, lounges, kitchen, libraries, classrooms, computer labs, teaching labs, lecture halls) Includes - surface spot cleaning, |
| Partial cleaning | Emptying wastebaskets, spot furniture dusting, spot mopping/vacuuming floors |
| Full cleaning | Emptying wastebaskets, furniture dusting, cleaning damp surfaces, full mopping/vacuuming floors |
| Scheduled Project Work and Additional Billable Custodial | Priority 4, and requires an ISD for payment through our work order process for planning and scheduling, includes - carpet cleaning/shampoo, floor finishing, and additional custodial cleaning services outside the normal cleaning schedule. |
| | See page 39 for Priority Levels |

TABLE 2—LOCK SHOP ROUTINE COSTS

The costs below are “good faith estimates” that may vary based on the type of door, type of lock, ADA code requirement, USC policies, and City of Los Angeles Fire Department regulations.

| TRADES / SERVICES | HOURLY RATES |
|--|--|
| Lock Change (per core) | \$225.00 (estimated cost for labor and materials) |
| Mechanical Repairs/Support | No Charge |
| Master, Sub-Master Keys and Building Entry Keys | Please contact the Lock Shop for details. lockshop@usc.edu |
| AD Lock Battery Change | No Charge |

TABLE 3—PRIORITY LEVELS

| SERVICE LEVELS | DESCRIPTION | RESPONSE TIME |
|-------------------------------|---|--|
| Priority 1 - Emergency | <p>Our emergency response activities aim to protect human and animal life, and to stop (or significantly reduce) any immediate damage to facilities. Emergencies requiring FMS service can vary by building. Examples include: flooding; steam leak; broken elevator; sudden structural failure; and other interruptions that adversely affect human life or critical building equipment and campus locations. (Extensive List)</p> <p><i>NOTE:</i> In the event of an FMS-related emergency service request, CRC should be called directly and a representative will maintain continual contact with the customer.</p> | Same day, within 2 hours of receiving service call |
| Priority 2 - Urgent | Urgent work requests require rapid response as potentially hazardous conditions arise. Examples include: clogged drain, glass window boarding, door or window cannot be secured or unlocked, re-key of student housing, or large broken branch. | Within 8 hours of receiving service call |
| Priority 3 - Routine | Routine work is work that is not urgent or an emergency and therefore can be scheduled work (i.e., contained faucet leaks, light bulb out in office, pest control, office/room temperature issues, re-key requests). | Within 3 business days of receiving service call |
| Priority 4- Scheduled | <p>Customers who submit an online request for a project estimate will be contacted within 72 hours to schedule work.</p> <p>Examples include: hardware issues such as doors and special locks.</p> | Repairs to be completed within 4 to 8 weeks |

TABLE 4—FILMING REQUEST FEES

The costs below are “good faith estimates” that may vary based on the type of door, type of lock, ADA code requirement, USC policies, and City of Los Angeles Fire Department regulations.

| TRADES / SERVICES | HOURLY RATES |
|-------------------------------|--------------|
| Staffing (over time/weekends) | \$TBD |
| Lighting/electrical changes | \$94.71/hour |

TABLE 5—EXAMPLES OF REBILLABLE WORK

| DESCRIPTION | DESCRIPTION |
|--|---|
| <ul style="list-style-type: none"> • Special event support • Moving and setup for event • Podium rentals • Table rental • Chair rentals for an event • Stages and platform rental/setup • Design services • Events—tables, chairs, audio/visual, setup • Temporary electric power for an event • Trash removal associated with an event • Carpet replacement/installation • Carpet cleaning—special requests • Room cleaning—special requests • Special cleaning of space • Tile floor care—special requests • Window washing • Painting of offices/private spaces • Moving furniture or material • Wall changes (move, build, or demolish) | <ul style="list-style-type: none"> • Carpentry projects • Repairs or assembly of department office furniture • Bookshelves—building/hanging • Room signage • Lighting improvements • Electrical power installation/add capacity • Construction management • Lead testing and abatement • Storm water management engineering • UPS systems • Fire restoration services • Door replacement • Door closer installation • Lock installations • Rekeys • Key duplication (key request) • Access control installations • Hanging Pictures or whiteboard |



REAL ESTATE AND ASSET MANAGEMENT



REAL ESTATE AND ASSET MANAGEMENT

OVERVIEW

Real Estate and Asset Management services the USC community by providing Master Planning, Development and Entitlement support, leasing services including project management of tenant improvements, administering the Faculty & Staff Housing programs, managing Real Property Tax exemptions and payments for the university, overseeing the acquisition and disposition of strategic real properties, and supporting the receipt and disposition of gifts of real property.



LEASING



FACULTY + STAFF
HOUSING



GIFTS + DONATIONS



ACQUISITIONS +
DISPOSITIONS



REAL PROPERTY TAXES

LEASING

The REAM Leasing Team supports USC academic and administrative units and the Keck Health System secure off-campus leased space. REAM also manages University property leased to third party tenants including the USC Village, Distributed Antenna Systems and Minerals interests.

[USC ACADEMIC UNITS, ADMINISTRATIVE
UNITS + USC HEALTH SYSTEM](#)

[USC VILLAGE](#)

[MINERALS](#)

[DISTRIBUTED ANTENNA SYSTEMS](#)

USC ACADEMIC UNITS + USC HEALTH SYSTEM

The REAM Leasing team is committed to providing the best possible service. Our team manages a diverse lease portfolio, negotiating best-in-market terms for leases, monitoring critical dates, and acting as liaison between landlords who have gained LEED Certification and who make sustainability central to their operations.

For further assistance, please contact **David Cook** at d.cook@usc.edu or **Aline Mora** at aline.moradiaz@usc.edu

LEASING PROCESS

1. Submit [Space Request Form—SRF](#)
2. Provost + Finance Approval
3. Meet with Leasing Team
4. Review Availability Survey + Tour Preferred Locations
5. Select Space + Negotiate Lease
6. Meet with Project Management + Design Team
7. Design Space + Create Construction Project Budget
8. Construct Space + Move in

[Space Request Form \(SRF\)](#)

[Supplier / Vendor Registration Process](#)

DISTRIBUTED ANTENNA SYSTEMS

The University of Southern California is committed to providing state of the art technology support for its faculty, staff, and students and the surrounding community. For DAS administration or leasing please contact **Aline Mora Diaz** at aline.moradiaz@usc.edu.

[University Park Campus Map](#)

[Health Sciences Campus Map](#)

MINERALS

The university’s current mineral endowment spans across the nation. Most of these interests were donated to the university. Income from these properties goes directly toward program(s) or endowment(s) that the donor specified. In the case of outright gifts, the funds go directly to USC’s Endowment. Companies seeking to lease mineral interests on university-owned lands should contact **Aline Mora Diaz** at aline.moradiaz@usc.edu.

[Guidelines for Accepting Gifts in Kind](#)

[Gift Acceptance Policy—Real Estate](#)

[Guidelines for Accepting Gifts of Real Property](#)

USC VILLAGE

From delicious dining options to lifestyle shopping, fitness and other great services, USC Village offers a world of options in one place. It’s the perfect lifestyle center for locals, visitors, and the USC community.

SHOPS + HOURS

Over 104,000 square feet to shop, dine, exercise, and unwind. Convenient validated parking. Unique dining experiences, shops, and services. For hours of operation visit **The Shops at USC Village** at www.uscvillage.com!

LEASING + TENANT SUPPORT

Interested in becoming part of the legacy that is USC Village? Anchored by Trader Joe’s, Target and a 30,000 square foot Fitness Center, USC Village offers a unique opportunity for commerce beyond the ordinary. Contact **Bridget McGarey** at bridget@themcgareygroup.com to learn more about the new center of gravity for the campus, University Park and the emerging neighborhoods surrounding Downtown Los Angeles.

For tenant support please contact **Marlon Selga** at mselga@athena-pm.com, USC Village Property Manager.

FACULTY + STAFF HOUSING

| PROGRAMS | DESCRIPTION |
|---|--|
| Neighborhood Homeownership Program | The USC Neighborhood Homeownership Program provides benefits-eligible employees with monthly payments totaling a maximum of \$50,000 or 20% of the home's purchase price (whichever is less) over a seven-year period. Qualifying single-family homes need to be within the program areas around University Park Campus and Health Sciences Campus and must be the employee's primary residence. |
| Faculty + Staff Housing Program | The USC Faculty & Staff Housing Program supports the recruitment of selected faculty & executive staff by assisting in the purchase or rental of a single-family residence for personal use in the Los Angeles area. Assistance to eligible employees may come in different forms: one-time subsidy towards a down-payment or closing cost, monthly mortgage or rental subsidies, short term loans or shared appreciation loans. |
| McCulloch Townhomes | The Real Estate & Asset Management Department manages the McCulloch Townhomes, a comfortable, well-managed faculty and staff community very close to campus. These units are offered on a first-come, first-served basis to employees new to the university or seeking to be part of USC's a residential campus. |
| Relocation Assistance Program | <p>The Real Estate & Asset Management Department provides relocation assistance to support the recruitment and retention of faculty & staff. The Relocation Assistance Program works to ease the transition of moving to a new community by providing essential support to new faculty, staff, and their families. The program assists with:</p> <ul style="list-style-type: none"> • Assessing relocation needs and expectations • Providing guided overviews of cities and neighborhoods • Descriptions of nearby communities and housing options • Referrals to local agents <p>Neighborhood Descriptions</p> <p>Employees seeking relocation assistance should contact Matthew Drag at (213) 740-7066</p> |

REAL ESTATE AVAILABLE FOR LEASE OR SALE

Below is a list of properties that have been submitted to the Department by individuals who wish to rent or sell their properties to USC faculty or staff.

Real Estate & Asset Management provides this list as a service to faculty & staff that are interested in renting or owning in the areas around USC University Park Campus and USC Health Sciences Campus. The Department makes no representations about the landlord, seller, their terms, property condition, nor does it guarantee the availability or accuracy of the listed properties. The Department does not guarantee that any of the listed properties qualify for any housing assistance program that the university offers. All applicants must follow the required steps to be eligible for any university housing assistance program.

If you would like your property listed, please click below.

[Faculty + Staff Housing Program Form](#)

[List of Available Properties for Lease or Sale](#)

NEIGHBORHOOD HOMEOWNERSHIP PROGRAM**PROGRAM DESCRIPTION**

The USC Neighborhood Homeownership Program provides eligible employees with monthly payments totaling \$50,000 or 20% of the homes purchase price (whichever is less) over a seven-year period. The stipend will be evenly allocated. To receive this benefit, an eligible employee must purchase and occupy a single-family residence within the defined University Park or Health Sciences communities. Qualifying properties may include single-family homes, townhomes or condominiums that are the sole and primary residence of the borrower. Duplexes or any property that has more than one dwelling unit cannot be purchased through this program. The first payment will be made after approval of the NHP application and receipt of the final escrow settlement statement. Payments will continue monthly, subject to confirmation that the recipient:

- Remains an eligible USC employee
- Continues to own and occupy the home
- Remains in good standing with the primary lender

Benefit payments are considered income and will be taxed accordingly. Prospective buyers should check with their tax accountant to determine their personal tax consequences. Eligible employees may only receive one NHP subsidy. The University of Southern California reserves the right to alter or discontinue the USC Neighborhood Homeownership Program at any time.

ELIGIBILITY

The USC Neighborhood Homeownership Program is available to all “benefits eligible” faculty & staff who meet the following criteria:

- Faculty with an appointment of at least 50 percent time or more.
- Staff who hold “benefits eligible” position of at least 50 percent or more
- The program only applies to homes purchased while employed by the university on or after July 1, 2006.

PROCESS + APPLICATION

It is suggested that the employee inform their realtor and lender of the availability of the USC NHP subsidy when starting the loan pre-approval process. The inclusion of the subsidy as “other income” may allow the employee to qualify for a larger loan amount or a more favorable interest rate as this subsidy does not require prepayment and is paid in equal monthly installments over seven years.

1. Request a Neighborhood Homeownership Program Qualification Letter from the Real Estate & Asset Management Department.
2. Provide the Program Qualification Letter to your realtor and lender so that the NHP subsidy is included as “other income” in your monthly gross income calculation.
3. Submit a completed Neighborhood Homeownership Program Application and a certified copy of the final settlement statement (obtained from your escrow company) to the Real Estate & Asset Management Department after the close of escrow.
4. Department personnel will send a Subsidy Agreement to the employee after the NHP Application has been approved.
5. Employee signs the Subsidy Agreement and returns it to Real Estate & Asset Management Department.
6. Monthly subsidy payments will begin after the Department has received the signed Subsidy Agreement

FACULTY AND STAFF HOUSING PROGRAM

WE ENCOURAGE YOU TO CONTACT US BEFORE YOU BEGIN THE PURCHASE PROCESS FOR THE MOST UP TO DATE INFORMATION.

The USC Faculty & Staff Housing Program (FSH) was created to support the recruitment of selected faculty & executive staff by assisting in the purchase or rental of a single-family residence for personal use in the Los Angeles area. Subsidies are available in the form of monthly mortgage or monthly rental subsidies, Non-Forgivable Loans. Public inquiries about the program should be directed to a Lending Administrator at (213) 740-7066.

Subsidies are applicable only to the purchase of a single-family home as the sole and primary residence of the borrower. Qualifying properties may include single family houses, townhomes or condominiums. Duplexes or any property that has more than one dwelling unit cannot be purchased through this program.

Eligibility for Faculty & Staff Housing Program Assistance is determined during the hiring process by an employee's offer letter. If included, an employee's offer letter will state all eligibility for the Faculty & Staff Housing Program and the amounts of eligible **funds**. In general, the program is available only to tenure-track faculty and executive staff. Questions or concerns regarding available FSH assistance should be brought to the hiring authority, usually the Dean or Department Chair.

PROGRAM ELIGIBILITY & GENERAL REQUIREMENTS:

Title/Grade Requirements: Full-time tenure track or tenured faculty (including deans) or executive staff. Subsidies for faculty require approval of the dean and should be included as part of the offer letter.

Options: A school may elect to offer only some of these options. All options are subject to budget restrictions.

- One-Time Subsidy (subsidy paid by the school)
- Monthly Mortgage Subsidy (subsidy paid by the school)
- Monthly Rental Subsidy (subsidy paid by the school)
- University Non-Forgivable Loan (interest payments may be subsidized by the school)

Down-Payment: At least ten percent (10%) of the purchase price is required from personal resources under the university Non-Forgivable Loan.

Application endorsement is required by the dean of the school (for executive staff; the President, Provost, or Senior Vice President for Administration) before forwarding a subsidy application to the Real Estate & Asset Management office for final approval.

Subsidies are considered part of the compensation package. **All subsidies are subject to withholding for income and employment taxes.** Monthly subsidy payments will be included in the individual's pay as supplemental salary for a fixed number of years. Income tax is incurred on the portion of the loan forgiven each year, per the loan forgiveness schedule. Payroll Services will report the amount of interest subsidy that is below the IRS Applicable Federal Rate. The employee will receive a W-2 each calendar year that reports all taxable income received from the University including subsidized mortgage interest below the Applicable Federal Rate. For current IRS rates refer to "Table 1" for the appropriate month of loan funding at the [IRS Website](#).

Address for Mail Correspondence:

Staff or Program Name (i.e. USC Neighborhood Homeownership Program)
 USC Real Estate & Asset Management **MC 3163**
 3434 South Grand Ave., CDF
 Los Angeles, CA 90089-3163
 (213) 821-1200 (Mailing Services Phone Number)

Address for Deliveries, couriers, FedEx and UPS packages:

Staff or Program Name (i.e. USC Neighborhood Homeownership Program)
 USC Real Estate & Asset Management MC 3163
 3434 South Grand Ave., CDF
 Los Angeles, CA 90007
 (213) 821-1200 (Mailing Services Phone Number)

MCCULLOCH TOWNHOMES

USC operates the McCulloch townhomes for the benefit of faculty & staff members who would like to reside close to campus. The townhomes are just north of campus at the intersection of Hoover and 30th streets. Tenants at the townhomes enjoy a gated community with secured underground parking, private patios, a short walk to campus, and proximity to [The Shops at USC Village](#).

The advantages of living at McCulloch are many: belonging to a close-knit community of faculty and staff and their families; walking to work; being a member of the lively urban community that surrounds the university while living in a peaceful oasis; getting to the Music Center in ten minutes; using the Lyon Center before breakfast (with a faculty or staff membership); having easy access to the many cultural events on campus; and much more.

LEASING

The McCulloch Townhomes generally has a [waiting list](#), as only 2-3 units open up each year. Faculty & Staff interested in leasing a townhome should apply to the waiting list. Applicants desiring a tour should contact the Real Estate & Asset Management Department. Once an applicant is selected from the waiting list, a complete application must be submitted, and a credit check must be approved before moving in to the McCulloch Townhomes.

For all leasing related questions please contact **Dee Jackson** our Leasing Manager at deejacks@usc.edu. For maintenance and service requests please contact **Jose Ramirez** at jose.ramirez@usc.edu.

[McCulloch Townhomes Application](#)

[McCulloch Townhomes Rules + Regulations](#)

GIFTS + DONATIONS

The Real Estate & Asset Management Department coordinates with University Advancement and the Office of Planned Giving for gifts of both real estate and personal property to the University of Southern California. The university can accommodate many types of real estate gifts including out-right gifts, partial interests and restricted gifts such as life estates. Personal property gifts may include cars, boats, artwork, and other items of value.

Gifts are generally made under two categories: gifts that will be used by a school or department; and gifts that are to be sold. All gifts undergo proper due diligence prior to a decision to accept the gift and being processed via the university's acceptance policy.

Generally, donations to the university are fully tax-deductible. The university is a non-profit, public-benefit organization and so gifts and donations to USC are considered charitable contributions. The Real Estate & Asset Management Department tries to accommodate all gifts, but some donations cannot be accepted. Additionally, each donation has particular tax guidelines to follow. Donors should contact their tax advisor or tax accountant when inquiring about their individual tax consequences.

For more information regarding types of gifts, the gifting process and donor requirements, please contact **Claudia Macieira** at claudia.macieira@usc.edu or (213) 821-6312.

For additional information about ways to give to the university and policies, please access the following links:

[University Advancement](#) | [Planned Giving](#) | [Gift Acceptance Policy](#)

[Guidelines for Accepting Gifts in Kind](#)

[Guidelines for Accepting Gifts of Real Property](#)

ACQUISITIONS AND DISPOSITIONS

Real Estate & Asset Management Department is the point of contact for all acquisitions and dispositions of university real estate. The Department handles all due diligence necessary when making strategic acquisitions of property in the university's interest.

Inquiries regarding all acquisitions and dispositions of University properties should be directed to **Claudia Macieira** (claudia.macieira@usc.edu), (213) 821-6312.

REAL PROPERTY TAXES

Real Estate is responsible for providing university timely tax filings and payments to the County Assessor and Tax Collector. Real Estate collaborates with the university Office of the Comptroller and Audit Office and all university academic and administrative units to collect information to maintain real estate property exemptions as appropriate. Specific services include:

- Estimating property taxes for department and school budgeting purposes
- Timely payment of property tax bills
- Filing annual property tax applications and business property compliance filing requirements
- Obtaining property tax exemption on both owned and leased real and business property
- Filing preliminary change of ownership forms
- Reviewing and resolving erroneous unsecured business personal property tax bills
- Providing guidance and support for USC departments regarding all property tax matters

All inquiries regarding university property taxes should be directed to **Dee Jackson** (deejacks@usc.edu), (213) 740-4895.



UNIVERSITY ARCHITECT



UNIVERSITY ARCHITECT

OVERVIEW

The University Architect, Jon Soffa, AIA, actively collaborates with stakeholders to further the University's goals for all campuses facilities and areas. Campus and Historic Resource Planning, Project Space and Feasibility Design phase services lead and guide the sustainable and enduring stewardship of existing buildings and open spaces and the creation of exceptional new campus environments to meet the diverse needs of USC today and provide a framework to accommodate opportunities of the future. The office of the University Architect provides stewardship of the University's planning and design guidelines for maintaining and enhancing the character, safety, sustainability, and function of our campus development. Enabling possibilities, honoring the past, and engaging realities of today to provide the best-in-class facilities and environments in support of USC's central mission and core values.



CAMPUS PLANNING

Determining land use, hardscape/landscape features, campus circulation, and site selection for new projects.



HISTORIC PLANNING

Preserving historical resources and observing regulatory requirements and other related guidelines.



PROJECT PROGRAMMING & FEASIBILITY

Facilitating the translation of functional program needs into design concepts



PROJECT DESIGN

Establishing design standards, facility sustainability guidelines, signage standards, and criteria for architect team selection





fpm.usc.edu

Facilities Planning and Management
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USC FPM
Facilities Planning and Management

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