Annual Report
FY 13-14

Work Plan
FY 14-15

We are delivering projects **ON-TIME** and **ON-BUDGET**, providing **APPA LEVEL II SERVICE** at **LEED-EBOM PLATINUM** equivalency with overall **CUSTOMER SERVICE SCORE OF 8+ / 10** at **LOWEST UNIT COST** within the **CSU** system.

1 Introduction
DFS's Role: To Keep the Campus Functioning

The Department of Facilities Services (DFS) is responsible for space planning, designing and constructing new buildings and renovations, maintaining the buildings, landscaping, providing custodial services, and managing utility services.
Our job is to provide clean, safe, functioning, and aesthetically pleasing facilities for the campus, where the campus community can fulfill the University's mission, i.e., teaching and learning.

1.1 Our Accomplishments in FY 13-14

- We delivered the capital projects program on-time, and under-budget. Ongoing projects remain on schedule.
- We provide maintenance and custodial service at APPA Level II (comprehensive stewardship, one level below hospital grade service).
- We perform at sustainability rating equivalency of LEED- Platinum for the built habitat.
- We earned customer service scores of 8 out of 10.

We are providing "highest value of service" by operating at the lowest unit cost amongst the 23-campus system, as measured by FY 12-13 APPA FPI Survey (last year data is available).
Charts and graphs summarizing the Key Performance Indicators, summary report on FY 13-14 Strategic Initiatives, Proposed Initiatives for FY 14-15 and FY 14-15 Key Performance Indicators are presented in the following pages.

Mission Statement

Facilities Services (FS) provides the highest value of service by promoting a safe, healthy and productive learning and work environment, exhibiting forward vision, using resources effectively and efficiently, and continuously improving the quality of service.

Core Values

Excellence in Service - On-time and on-budget task or project completion; and always going the extra mile.

Valuing Our Colleagues - showing respect, promoting team work, and helping others get better.

Continuous Improvement - improving our processes and exemplary customer service.

Sustainable Performance - promoting and improving sustainability performance.

Create Best Value - always providing the "best value" - by stretching the value of the dollar with innovation and efficiency.

Key Performance Indicators

APPA Level II Service

Customer Service Scores > 8 in a scale of 1-10.

On-schedule = 90%

On-Budget = 95%
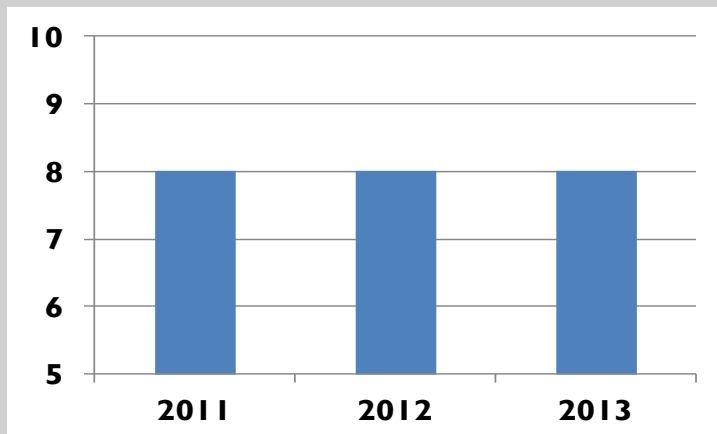
Sustainable performance:
LEED-EB Platinum in Operations; Cal-Green Tier II in Construction.

1.2 FY 13-14 Key Performance Indicator (KPI) Charts
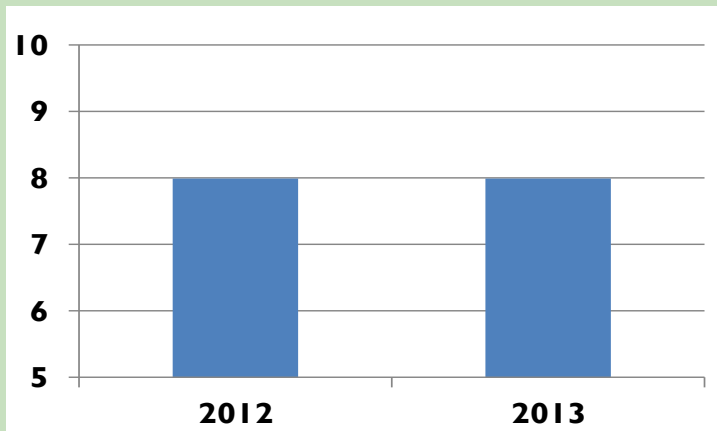### *Customer Service Scores*

Every year the campus is given a survey and asked to rate their experiences (on a 0-10 scale with 10 being the best possible service) in various areas within Facilities Services (FS). The following charts show the results of the most current survey.
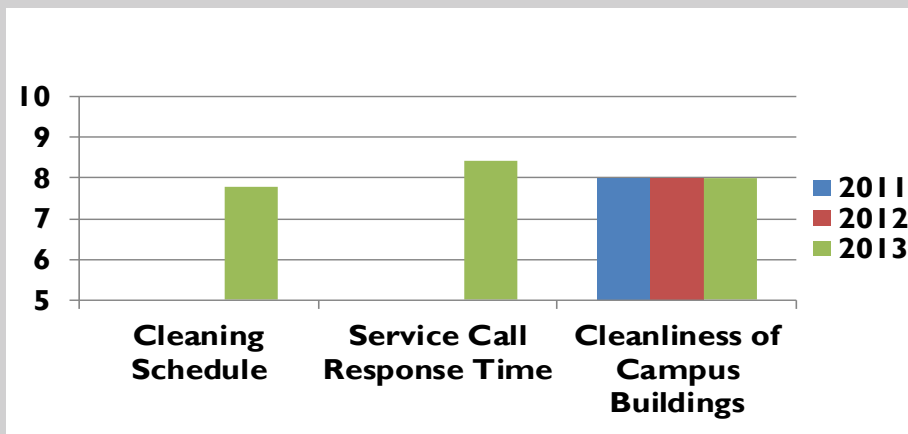
Overall Rating of FS

The overall rating of FS was calculated by averaging the scores from the following survey questions: provides high quality service, helps solve complex facilities problems, provides services that exceed my expectations, provides useful information, uses campus feedback to improve its processes and activities, and provides services that are critical to the mission of CI. The overall rating of FS has remained at 8/10 for the past 3 years.

FS Sustainability Efforts

The campus was asked to rate the amount FS improves the sustainability performance in CI's built habitat. The score has remained at 8/10 for the past 2 years.

### Custodial Services

Custodial Services was rated in the following areas: Cleaning Schedule, Service Call Response Time, and Cleanliness of Campus Buildings. The cleanliness of campus buildings rated has remained at 8/10 for the past 3 years. The cleaning schedule and service call response time were are both areas that have not been previously rated and scored 7.8/10 and 8.4/10 respectively.

Maintenance Services
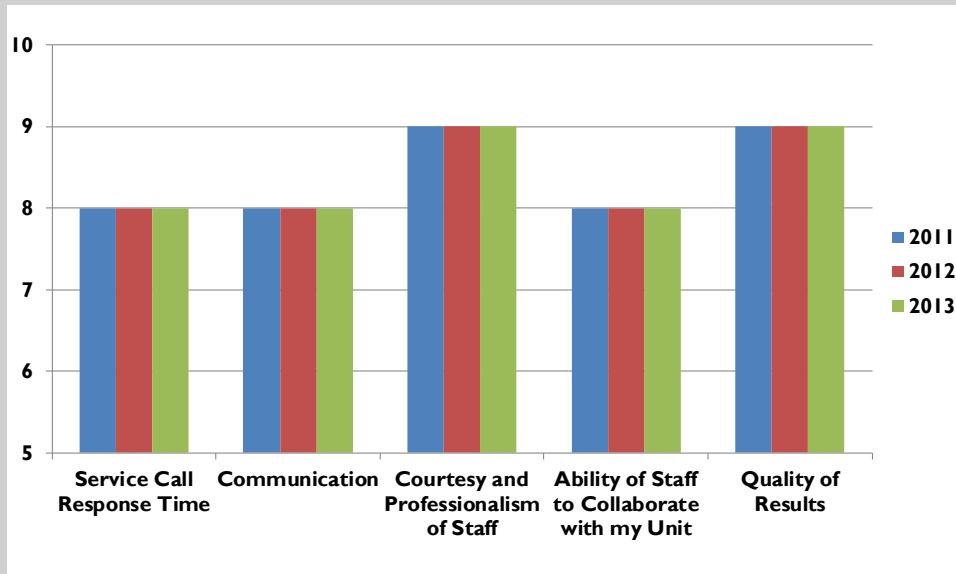
Maintenance Services was rated in the following areas: service call response time, communication, courtesy and professionalism of staff, ability of staff to collaborate with campus unit in need, and quality of results. The results have remained the same for each area over the past the 3 years at 8/10, 8/10, 9/10, 8/10, and 9/10 respectively.

Quality of Campus Spaces

Quality of Campus Spaces was rated in the following areas: classroom facilities, office facilities, meeting facilities, and campus grounds. Scores remained the same for the past three years at 8/10 for classroom facilities, office facilities and meeting facilities. Quality of campus grounds was rated as 8/10 in 2011 and 2012 and improved to 9/10 for 2013.

## APPA FPI Survey Summary on Operational Excellence

The Association of Physical Plant Administrators (APPA) Facilities Performance Indicators Report (FPI) allows FS to assess and measure data related to operations and performance. FS uses the data to develop and implement facilities strategies that align with CSUCI's mission and vision. The following charts show how CSUCI compares with other institutions within the CSU system.

Operational Cost Comparison by Gross Square Footage
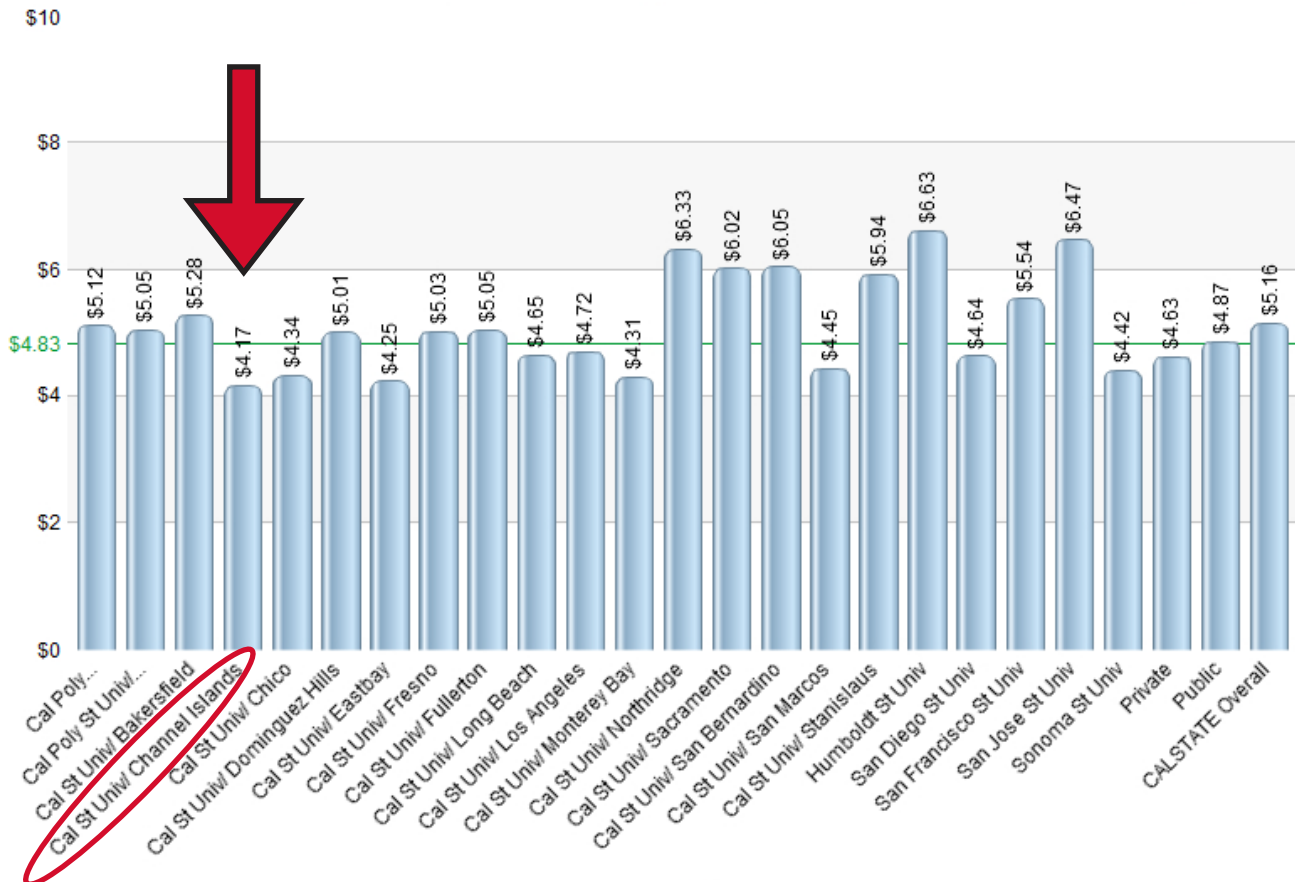
As the chart illustrates, CSUCI had the lowest unit cost in the CSU system at $4.17/gsf (excludes utilities) according to the fiscal year 2012-2013 APPA FPI report. The average cost for a CSU campus in fiscal year 2012-2013 was $5.16/gsf (excludes utilities).

Operational Cost Trends at CSUCI (APPA cost per GSF)
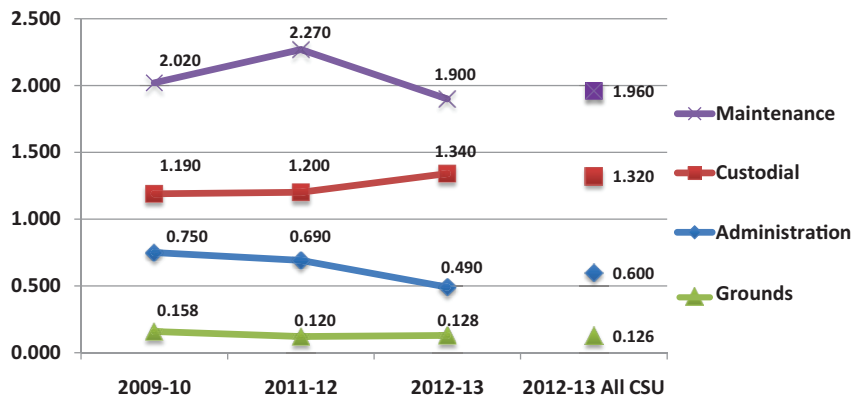
From fiscal year 2009-2010 to fiscal year 2012-2013, maintenance costs have decreased slightly from 2.02 to 1.90, custodial costs have increased slightly from 1.19 to 1.34, administration costs decreased from 0.75 to 0.49, and grounds costs decreased slightly from 0.158 to 0.126. The average costs for all CSU's were maintenance: 1.96, custodial: 1.32, admin.: 0.60, and grounds: 0.126.

LEED-EB Platinum in Operations, CAL-Green Tier II in Construction

- LEED-EB Platinum equivalent performance in Operations.

- West Hall building is LEED - "Gold" equivalent (building would have scored "Platinum" if campus used renewable energy).

- Won the "Tree Campus USA" designation second year running.

- Scored 85%+ in APPA Sustainability survey.

Energy Efficiency and Water Conservation

- Reduced electricity consumption by 31% since 2008.

- Reduced potable water consumption by 29% since 2008.

- Reduced reclaimed water consumption by 52% since 2008.

- All buildings are rated "Energy Star".

We are saving the Campus $800K PER YEAR in utility costs.

Electricity Consumption (kWh/GSF)

Domestic H$_2$O Consumption (HCF/FTES)

CI has reduced electricity consumption from 11.9 kWh/GSF in FY 2008-2009 to 8.1 kWh/GSF in FY 2013-2014.

CI has reduced domestic water consumption from 37 HCF/FTES in FY 2008-2009 to 22 HCF/FTES in FY 2013-2014.

1.3 FY 13-14 Strategic Initiatives Report

Every year FS evaluates the previous year's Strategic Plan to evaluate the effectiveness of initiatives and develop the next year's plan. Below are several charts showing the evaluation of the FY 13-14 Strategic Plan as well as the Strategic Plan for FY 14-15.

DFS FY 13-14 STRATEGIC PLAN SUMMARY REPORT			
BFA INITIATIVE	**DFS ACTION PLAN**	**DFS INITIATIVE**	**RESULTS**
BFA GOAL: IMPROVE OPERATIONAL EXCELLENCE			
Improve Customer Service	DFS customer service survey	Participate in BFA 2013 customer service survey	Survey results: 8 out of 10 in all categories (scores adjusted to 10 scale and rounded off to match previous year survey data).
Prepare for Growth	Strategic space planning review	Support a strategic space planning review for the next 3-5 years	Ongoing effort.
	Capital expansion projects	West Hall, aux projects on-time and on-budget completion	Capital projects program delivered on-budget and on-time. For major cap projects, change order value < 2% (CSU normal = 5.5%). Stellar audit report for N-Hall.
	Develop 3-5 year budget scenario	Develop staffing plan and budget over next 3 years (2015-16 FY)	Staffing Plan developed and delivered with 14-15 Work Plan.
	Campus Refresh Program - exterior and interior	Refresh program to improve work area environment of the campus community.	Ongoing. Well-received by campus, as evidenced by high customer survey scores related to building spaces.
	Exterior and Interior Signage	Develop a signage plan for exterior and upgrade interior signage	Way-finding plan completed.
	Safety Program Implementation	Ensure proper JSAs are developed and staff trained properly. Tackle 5 programs first.	3 of 5 programs completed. Ongoing effort.
Share Expertise and Services	Engage in academics	Lecture / develop courses with faculty	DFS manager is invited regularly to lecture in classes. Developed one course as a co-faculty.
	Promote opportunities for Students	Offer capstone project opportunities and student assistantships	3 capstone projects supported, where DFS provided expertise and resources. Involved students in research-financed projects.
Succession Planning	No DFS initiative undertaken.		

DFS FY 13-14 STRATEGIC PLAN SUMMARY REPORT

BFA INITIATIVE	DFS ACTION PLAN	DFS INITIATIVE	RESULTS
DFS Goal: Safety Enhancements	Safety Program Implementation	Ensure proper JSAs are developed and staff trained properly. Tackle 5 programs first.	3 of 5 programs completed. Ongoing effort.
DFS Goal: Sustainability	EB LEED Rating	Evaluate EB LEED Rating. Set up SOPs required by EB scoring criteria. Update campus design	EB LEED Rating completed. Design Standards and Operating manuals updated.
	Energy Conservation Projects	Launch projects identified in SEMP	Ongoing.
	Water Conservation Projects	Launch projects identified in Plan	Ongoing.
	Waste Reduction	Current recycling rate = 60%. Launch program to improve rate to 70%	Ongoing.
BFA GOAL: TALENTED STAFFING			
Create Operations Manuals	Update DFS Processes	Review SOPs. Streamline and update as necessary. Integrate into ProLog.	200+ SOPs identified in various units. Approx 50 SOPs drafted. Ongoing. Next step is to complete the SOPs and provide training to all staff.
Foster Entrepreneurship			Integrated into DFS's culture. Did not undertake any special initiatives
Offer Robust Development Opportunities	Develop training program for new hires	Establish training requirements for Managers and staff recruits.	"Who are We? What Do we Do? Training program developed and implemented. Training is now "shop-based". Will developed department-wide training materials.
	Develop "annual refresher" program for employees	Establish annual refresher program for Managers and staff	"Who are We? What Do we Do? Training program is part of Annual DFS Retreat
	Provide training both in technical skills area and in management areas	Identify training needs through Evaluation Process. Partner with IT and HR for training opportunities	Individual training programs for professional development created and implemented.
	Professional Development Series	Continue management training sessions once every two months.	Training program created; however, training sessions have been sporadic. Will improve performance.

DFS FY 13-14 STRATEGIC PLAN SUMMARY REPORT

BFA INITIATIVE	DFS ACTION PLAN	DFS INITIATIVE	RESULTS
	Custodial Equipment Management	Implement "best practices" equipment management plan and training program	3 of 5 programs completed. Ongoing effort.
	Grounds Equipment Management	Implement "best practices" equipment management plan and training program	EB LEED Rating completed. Design Standards and Operating manuals updated.
	Sustain employee morale program and break-down silos	To encourage collaboration, host employee BBQs. To improve communication hold all-hands meeting every 3 months. Invite Executives from outside DFS. Plan family get-togethers. Empower people to make decisions.	Plan and host employee BBQs, pot-lucks. Hold all-hands meeting 6 months. Continue with DFS Newsletter. "REAL - Employee of the Month" program suspended due to feed-back. Started monthly events program instead.
BFA GOAL: ENHANCE RESOURCES			
Document Processes	Predictive PM Program: Equipment Management & PM Optimization	Move to predictive maintenance model for equipment management. Broome Library chosen as the test case for predictive maintenance program and continuous commissioning.	Completed PM program for major and critical buildings.
	WO Prioritizing and Scheduling	Improve WO prioritizing and scheduling	In association with Predictive PM program development. WO scheduling implemented. Project planning and scheduling in progress.
	Key Performance Indicators for DFS	To support the Division's strategic initiative of a Division-wide Quality Improvement program, DFS will refine KPIs developed already.	Finalized dashboards and indicators using Balanced Scorecard process. In beta phase of implementation.
Implement On-Line Processes			DFS has on-line, self-serve processes in place already for campus users.
Streamline Processes	Develop Grounds efficiency plan using Breeze	Setup area-specific task lists for grounds crew	Grounds management program completed. In beta phase of implementation.
	Evaluate inventory practices	Evaluate inventory and storage practices	Did not make significant progress this FY. A priority for 14-15 FY.

DFS FY 13-14 STRATEGIC PLAN SUMMARY REPORT

BFA INITIATIVE	DFS ACTION PLAN	DFS INITIATIVE	RESULTS
	Custodial Equipment Management	Implement "best practices" equipment management plan and training program	3 of 5 programs completed. Ongoing effort.
	Key Performance Indicators for DFS	To support the Division's strategic initiative of a Division-wide Quality Improvement program, DFS will refine KPIs developed already.	Finalize and automate dashboards and indicators
BFA GOAL: ENRICH COMMUNICATION			
Improve Website			No significant action due to lack of resources.
Increase Communication Tools	Sustainability communication program	Develop a robust sustainability communication program	Program developed (as a capstone project). Several videos, articles, presentations created. Using social media tools to communicate with student body.
	DFS communication program		DFS has a communication program in place - email notifications, project reports, wavelength insertions, etc. No additional initiative this FY.

DFS FY 14-15 STRATEGIC PLAN

BFA INITIATIVE	DFS ACTION PLAN	DFS INITIATIVE	RESULTS
BFA GOAL: IMPROVE OPERATIONAL EXCELLENCE			
Improve Customer Service	DFS customer service survey	Meet with key stake-holders in September. Complete DFS Customer Service Survey in Fall 2014.	Survey to be scheduled in Fall.
Prepare for Growth	Strategic space planning review	Support a strategic space planning review for the next 3-5 years	Ongoing effort.
	Capital expansion projects	West Hall, Housing, Dining Commons, other projects on-time and on-budget completion	Ongoing effort.
	Campus Refresh Program - exterior and interior	Refresh program to improve work area environment of the campus community.	Ongoing effort.
Share Expertise and Services	Engage in academics	Lecture / develop courses with faculty.	Fall course = Campus as a Living Lab
	Promote opportunities for Students	Offer capstone project opportunities and student assistantships	Collaborating with two faculty for volunteer opportunities during Fall semester.
Succession Planning	No DFS initiative undertaken.		
DFS Goal: Safety Enhancements	Safety Program Implementation	Implement a robust, state-of the art safety training program	
DFS Goal: Sustainability	Energy Conservation Projects	Launch projects identified in SEMP	Ongoing
	Water Conservation Projects	Launch projects identified in Plan	Ongoing
	Waste Reduction	Launch program to reduce waste by 50%	New initiative to meet Chan Office EO requirements by 2016.

DFS FY 14-15 STRATEGIC PLAN

BFA INITIATIVE	DFS ACTION PLAN	DFS INITIATIVE	RESULTS
	Continuous Commissioning Program	Launch continuous commissioning program to improve sustainability performance.	In-house work in progress.

BFA GOAL: TALENTED STAFFING

BFA INITIATIVE	DFS ACTION PLAN	DFS INITIATIVE	RESULTS
Create Operations Manuals	Update OPC Processes	Review SOPs. Streamline and update as necessary. Integrate into ProLog.	200+ SOPs identified in various units. Approx 50 SOPs drafted. Ongoing. Next step is to complete the SOPs and provide training to all staff.
Foster Entrepreneurship			Integrated into DFS's culture.
Offer Robust Development Opportunities	Robust Training Program Implementation	Implement training program developed for each staff member. Annual training plan now part of the evaluation process.	Achieve 95% compliance with annual training program.
	Professional Development Series	Continue management training sessions once every two months.	Training program created; however, training sessions have been sporadic. Will improve performance.
	Sustain employee morale program and break-down silos.	Improve Employee Satisfaction Scores.	Plan and host employee BBQs, pot-lucks. Hold all-hands meeting every 3 months. Continue with DFS Newsletter. Monthly events program very popular.

BFA GOAL: ENHANCE RESOURCES

BFA INITIATIVE	DFS ACTION PLAN	DFS INITIATIVE	RESULTS
Document Processes	Predictive PM Program: Equipment Management & PM Optimization	Completed PM program for major and critical buildings.	Implementation phase - ongoing.
	WO Prioritizing and Scheduling	Improve WO prioritizing and scheduling	In association with Predictive PM program development. WO scheduling implemented. Project planning and scheduling in progress.
	Key Performance Indicators for DFS	To support the Division's strategic initiative of a Division-wide Quality Improvement program, OPC will refine KPIs developed already.	Finalized dashboards and indicators using Balanced Scorecard process. In beta phase of implementation.

DFS FY 14-15 STRATEGIC PLAN

BFA INITIATIVE	DFS ACTION PLAN	DFS INITIATIVE	RESULTS
Implement On-line Processes			DFS has on-line, self-serve processes in place already for campus users.
Streamline Processes	Implement Grounds efficiency plan using Breeze	Implement performance-based scheduling plan. Begin inspection / assessment process.	Grounds management program completed. In beta phase of implementation.
	Evaluate inventory practices	Evaluate inventory and storage practices	Did not make significant progress this FY. A priority for 14-15 FY.
	BIM Integration	Integrate BIM into major cap design and maintenance by 2015.	Planning and implementation in progress - will rolled out in conjunction with West Hall
	Key Performance Indicators for OPC	To support the Division's strategic initiative of a Division-wide Quality Improvement program, OPC will refine KPIs developed already.	Finalize and automate dashboards and indicators

BFA GOAL: ENRICH COMMUNICATION

BFA INITIATIVE	DFS ACTION PLAN	DFS INITIATIVE	RESULTS
Improve Website			No significant action due to lack of resources.
Increase Communication Tools	Sustainability communication program	Robust sustainability communication program in place.	Program developed. Using social media tools to communicate with student body.
	DFS communication program		DFS has a communication program in place - email notifications, project reports, wavelength insertions, etc. No additional initiative this FY.

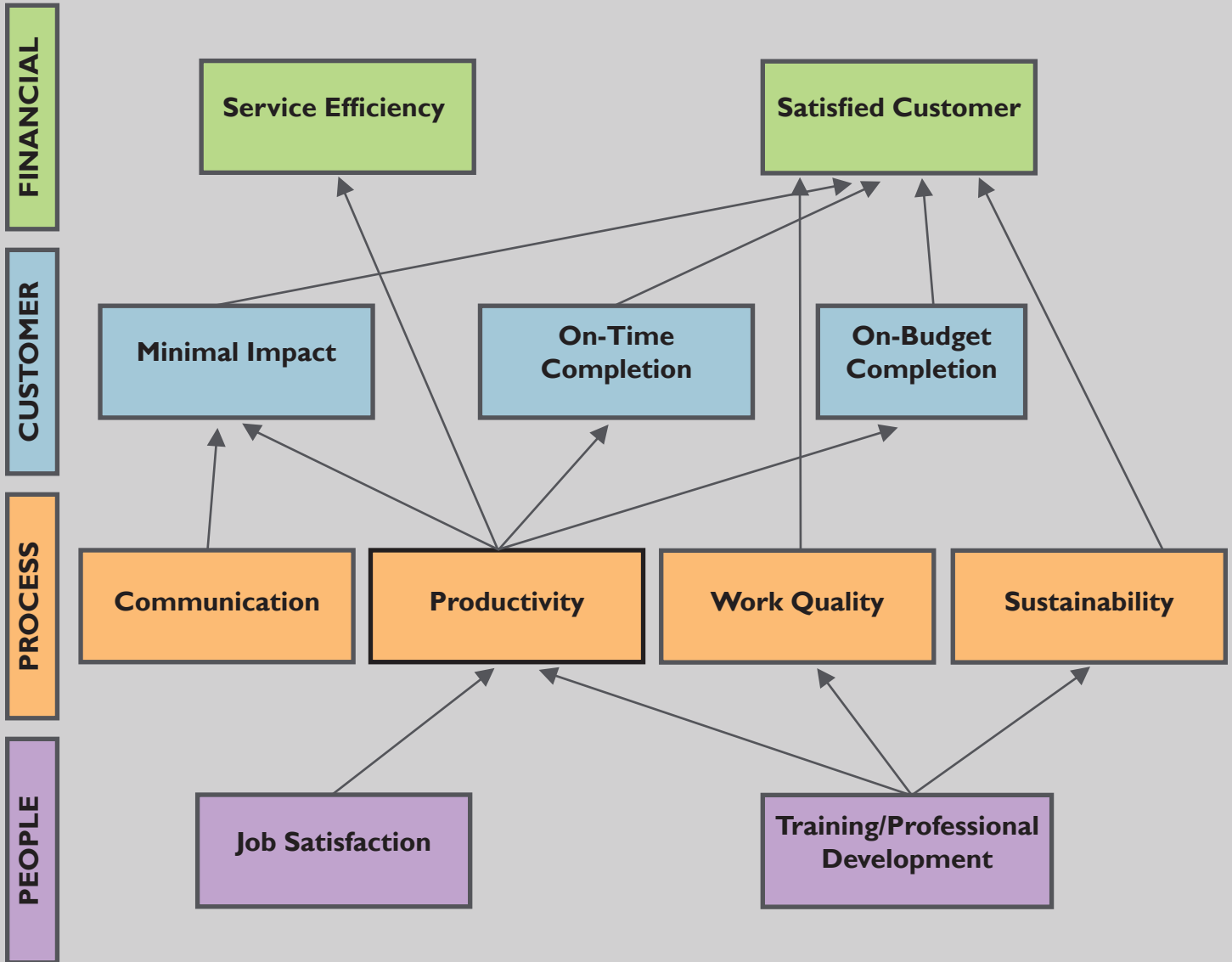# 1.4 Operational Efficiencies Achieved in FY 13-14

DFS searches for efficiencies and improvement strategies continuously. Following are initiatives completed last FY with measurable savings.

PROJECT TITLES	DOLLARS SAVED (ANNUALLY)	FTE CAPACITY	WASTE REDUCTION	ADD'L REVENUE
Construction cost savings by performing work in-house: By performing construction work with in-house staff and temporary skilled trade hires, DFS saves labor costs, contractor overhead and profit by not contracting the work out.	$986,325			
Accessing data using mobile devices: DFS Supervisors now carry Surface tablets. They are now able to access plans, maintenance guidelines and CMMS data from the field and do not have to return back to the office to access data. We estimate that we are saving 33-35 MH per week by using the tablets.	$80,000	1 FTE		
Electricity Conservation Initiatives: Our ongoing electricity conservation measures have reduced electricity consumption by 31% since 2008, avoiding $600K per year in utility costs. In FY 13-14, we achieved a 5% reduction in usage.	$42,600		426,000 kWh	$33,000 (SCE Rebates)
"Smart" irrigation controllers: "Smart" irrigation controllers program watering schedule in real-time, by analyzing weather patterns and moisture content. We have installed 23 controllers and expect substantial savings in water usage.	$18,000		20%	$9,900
Converting Central Plant to Use Reclaimed Water: The Central Plant uses approximately 25,000 gallons of water per day (enough to serve 60 families). Instead of using precious potable water, we converted the plant to use reclaimed water, thereby lowering water costs and chemical treatment costs.	$56,000		25,000 Gallons of Potable Water Per Day	

FACILITIES SERVICES STRATEGY MAP
BEST VALUE

FINANCIAL

Service Efficiency

Satisfied Customer

CUSTOMER

Minimal Impact

On-Time Completion

On-Budget Completion

PROCESS

Communication

Productivity

Work Quality

Sustainability

PEOPLE

Job Satisfaction

Training/Professional Development

SCORECARD TEMPLATE

OBJECTIVE	MEASUREMENT	TARGET
FINANCIAL		
Service Efficiency	Better than Peers	% below avg.
	APPA Service Level	Level II
Customer Satisfaction	Customer Survey Scores	8 out of 10
CUSTOMER		
Aesthetic, clean, well-maintained work environment	Customer Survey Scores	8 out of 10
On-time Completion	Milestone / WO tracking	>=95%
On-budget completion	Budget tracking	>=90%
E/O/UF Change Order	Budget tracking	<3%
PROCESS IMPROVEMENT		
Quality of communication	Customer Survey Scores	8 out of 10
Productivity	% Chargeable Time	
Work Quality	Customer Survey Scores	8 out of 10
Audit Compliance	Audit Report comments	100%
Sustainability	APPA Module	>80%
	LEED / Cal-Green	Platinum / T-II
PEOPLE		
Safety training compliance	% attendance	100%
Prof Dev. compliance	% attendance	90
Training quality	Student survey	8 out of 10
Job Satisfaction	Employee survey	>65%

340 - CUSTODIAL

OBJECTIVE & KPI	TARGET	SOURCE/ACTUAL/RESPONSIBLE/ FREQUENCY/INITIATIVE
FINANCIAL		
Custodial cost per GSF	% below avg. Level II	
CUSTOMER		
Customer satisfaction survey	8 out of 10	**Actual** – 2012 survey: 8.18 overall service / 9.1 in importance in overall service (use most recent scores as baseline)
PROCESS IMPROVEMENT		
Breeze Inspection Program (Aids Customer Objective & Process Improvement)	8 out of 10	**Frequency** – quarterly
Green Cleaning Program	Platinum / T-II	**Target** - LEED-EBOM building requirements
PEOPLE		
Actual training received vs. estimated or planned	100%	
Actual training received vs. estimated or planned	100%	

330 - OPERATIONS

OBJECTIVE & KPI	TARGET
FINANCIAL	
Wrench Time - Direct Vs. Indirect Time	70% Direct Time
330 Renovation Costs per SF	10-15% less than contractor
Maintenance Stores (stock value, annual inventory)	
Maintenance Stores (annual turnover dollars $)	
CUSTOMER	
WO Completion Rate for Priority 3	30 days
WO Completion Rate for Priority 1	5 days
WO Completion Rate SH - completed in 5 days	95%
In house Projects / On-Time and On-Budget	95%
PROCESS IMPROVEMENT	
PM Compliance %	100%
Work backlog in crew weeks	4 – 6 weeks
Reactive Work % , Urgent or Emergency	<10%
PEOPLE	
Actual training received vs. estimated or planned	100%
Actual training received vs. estimated or planned	100%

345 - LANDSCAPING

OBJECTIVE & KPI	TARGET	SOURCE/ACTUAL/RESPONSIBLE/FREQUENCY/INITIATIVE
FINANCIAL		
$ cost per acre	Below CSU avg	
CUSTOMER		
Customer service scores	8+ out of 10	
Change Order costs	<15%	
PROCESS IMPROVEMENT		
Breeze software monthly inspection reports	8 out of 10	**Source** – Breeze Initiative **Initiative** – Distribute surveys about customer service
Reduce recycled water consumption	>20%	**Source** - UTS & New Irrigation Control System (annually)
PEOPLE		
Employee evaluations, new and renewed certifications	90% on time	
Actual training received vs. estimated or planned	100%	
Actual training received vs. estimated or planned	100%	

350 - PDC

OBJECTIVE & KPI	TARGET	SOURCE/ACTUAL/RESPONSIBLE/FREQUENCY/INITIATIVE
CUSTOMER		
Maintain original overall project duration while maximizing the built project scope for avail. budget	90% of all projects	
Track all change orders "errors & omissions"	3% of const. budget	**Source** - ProLog
Quantify the schedule & budget savings for in house projects completed with in-house resources vs. contracted services	10% savings (design & documentation)	
PROCESS IMPROVEMENT		
Create greater efficiencies in project scope, schedule, &budget	Use on every project	**Initiative** - Utilize BIM, design assistance, & IPD
Incorporate sustainable strategies	LEED "Platinum" Cal-Green Tier II	**Source** - Complete LEED equiv./Cal Green Tier II (West Hall) **Initiative** - Prepare project scorecard template & post construction assessment
PEOPLE		
All staff will become "knowledge leaders"	100%	**Initiative -** Cross training to ensure transfer of knowledge **Source –** One knowledge-based presentation every 2 years
Achieve/maintain appropriate certification/licensure		**Frequency** - Annual

310 - ADMIN SERVICES

OBJECTIVE & KPI	TARGET	SOURCE/ACTUAL/RESPONSIBLE/FREQUENCY/INITIATIVE
FINANCIAL		
Revenue collection cycle - unbilled revenue vs. total revenue	% below avg.	**Source** – WW's **Initiative** – Propose std. monthly schedule of CR WO Accounting
Admin cost / gsf	< CSU avg	
CUSTOMER		
Temp hire turnaround time		
RGS turnaround time	>=95%	**Initiative** – Survey to Leads & Project Managers
Purchasing Card transactions - percent of items coded direct to customer	>=90%	**Initiative** – Note to customer that materials charged direct to their fund
Frequency of Payroll Expenditure Adjustments	<3%	**Source** – PS & Hyperion (monthly)
PROCESS IMPROVEMENT		
Produce monthly budget reports	<3 days variance	From Target dates
Measure cost per GSF		**Source** – APPA Survey
PEOPLE		
Actual training received vs. estimated or planned	100%	**Source** – HRIS
Employee satisfaction	>65%	**Source** – Survey