



California State
University

**FACILITIES
SERVICES**

C H A N N E L
I S L A N D S

FY 14-15 Annual Report & FY 15-16 Work Plan

**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**

Introduction

FS's Role: To Keep the Campus Functioning

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 14-15

- SOP/ Process Guidelines Development and Interactive PDF
- Robust PM Program Development
- Emergency Preparedness Plan Updates and Interactive PDF
- Completion of Facilities Condition Assessment
- Campus Wide Electrical Safety Repairs- Panel Replacements and switchgear/ transformer rebuilds.
- Failed Roof Replacement (Sage Hall)
- Redevelopment of Dept. KPIs to include individual group KPIs and scorecard that tie into the master DFS Scorecard.
- High marks on customer service scores.
- Completion of APPA FPI which show that DFS is operationally in line with other CSUs and PCAPPA- no outliers.
- Awarded MSFT Funds for classroom refreshes
- Received multiple rebates and incentive checks from energy efficiency projects that will be used for additional energy efficiency projects.
- Awarded CO money for water savings project
- Awarded grant \$ from Water Wise for water savings project
- Met new MS4 Regulations Requirements for this FY- Compliant
- Successful completion of Sierra Hall, adding much needed instruction space.
- With project budget savings, we are beginning interior renovation on three labs in Aliso Hall to meet the academic needs for the Biology & Chemistry programs.
- Start of construction on the Student Housing Phase III and Dining Commons Expansion projects.
- Enhancement of our existing facilities database by the addition of a Building Information Model of Sierra Hall that will support increased operational efficiencies of the building.
- 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 (KPI's), Summary report on FY 14-15 Strategic Initiatives, proposed initiatives for FY 15-16 and FY 15-16 Key Performance Indicators are presented in the following pages.

Mission Statement

Facilities Services provides 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.

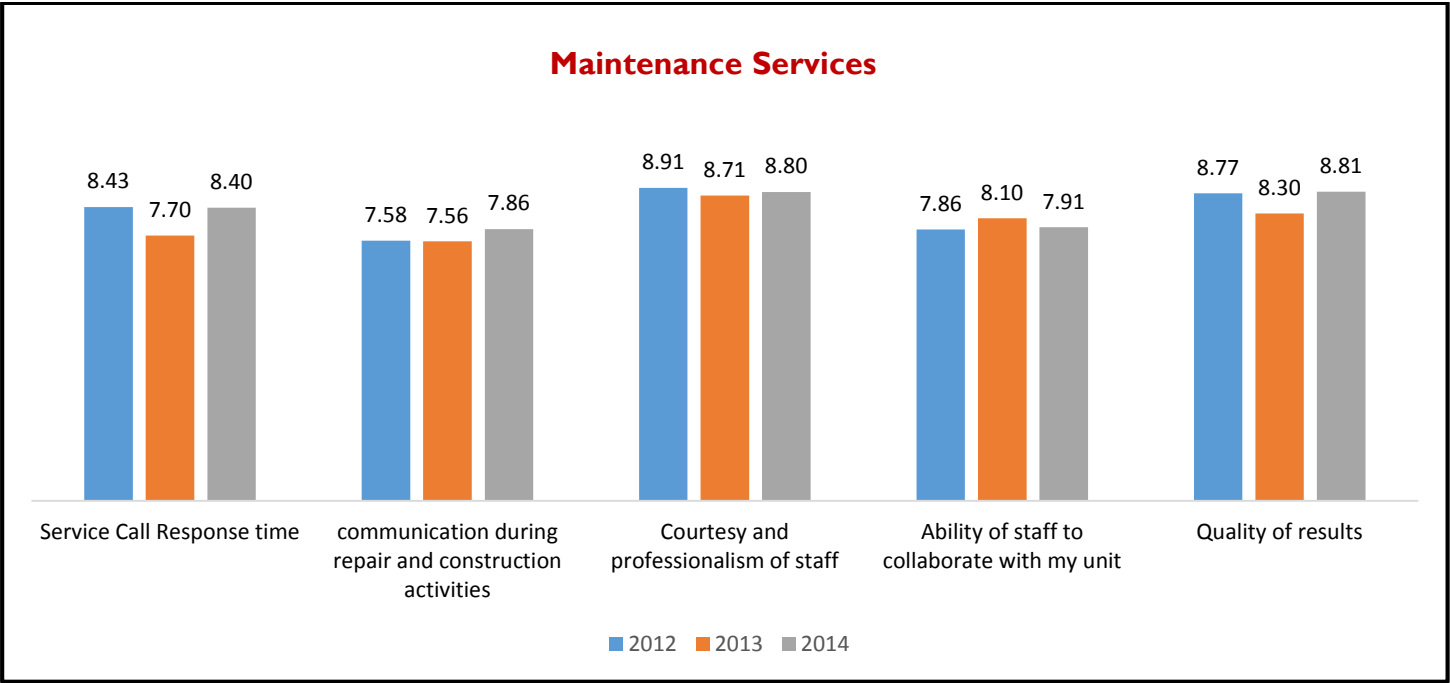
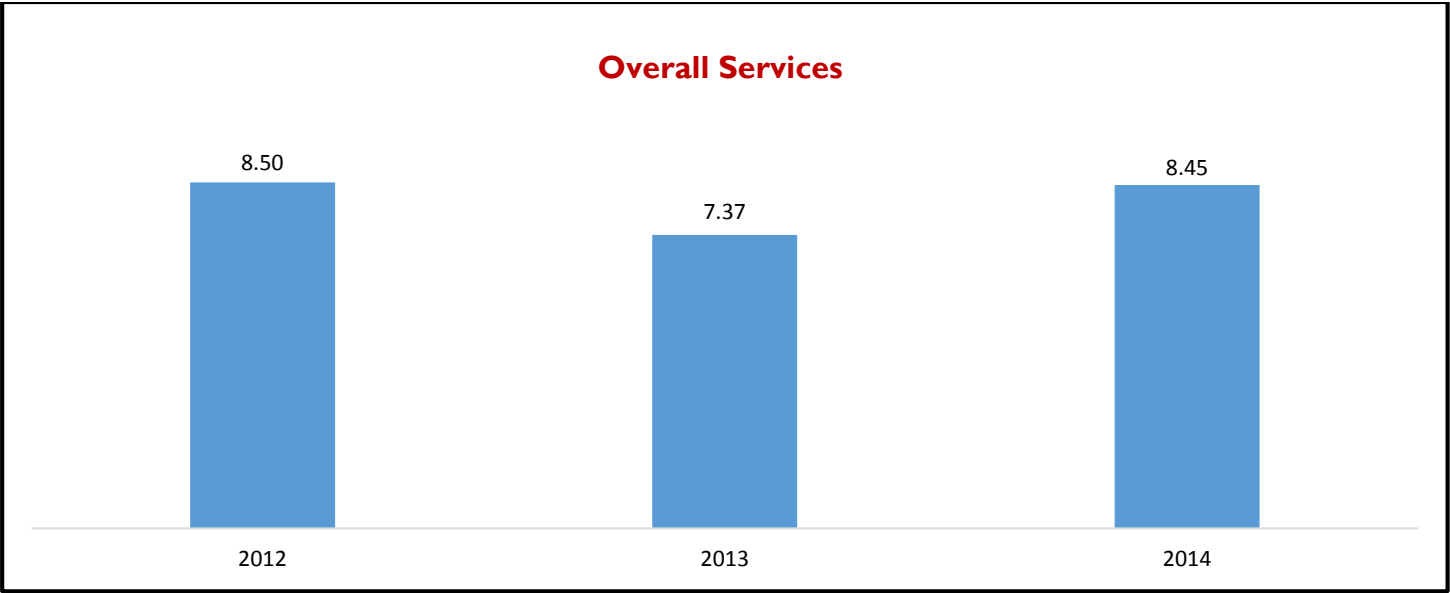
Create Best Value - always providing the "best value" - by stretching the value of the dollar with innovation and efficiency.

Key Performance Indicators

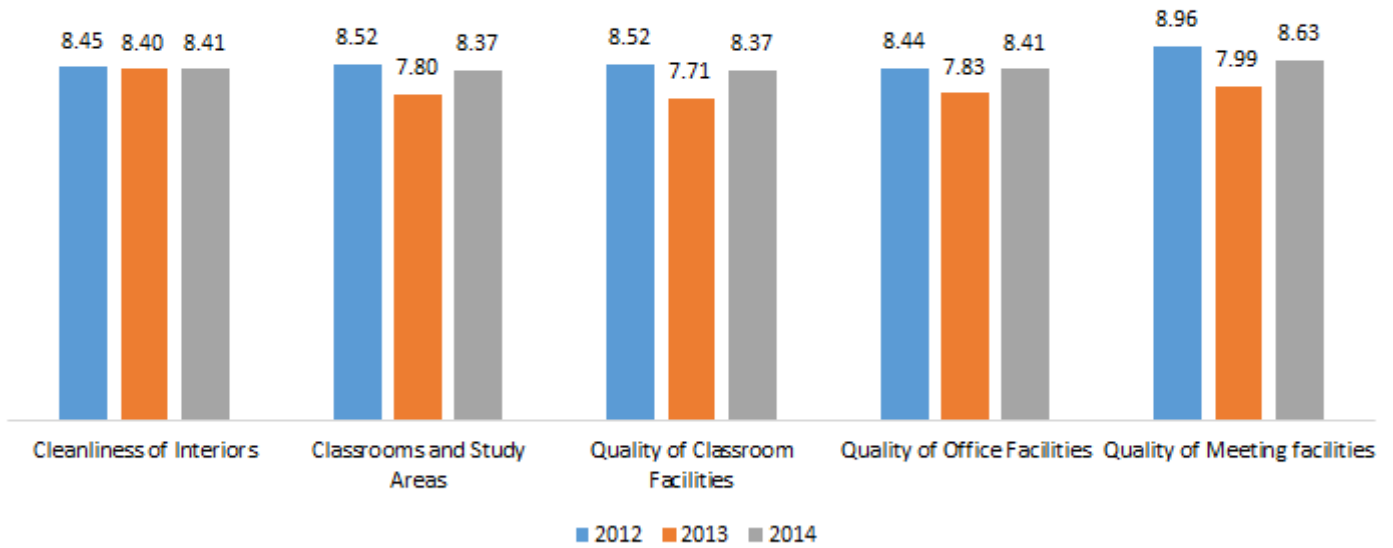
- Customer Service Scores > 8
(in a scale of 1-10.)
- On-schedule = 94%
- On-Budget = 100%
- High Level of Service based on APPA Standards



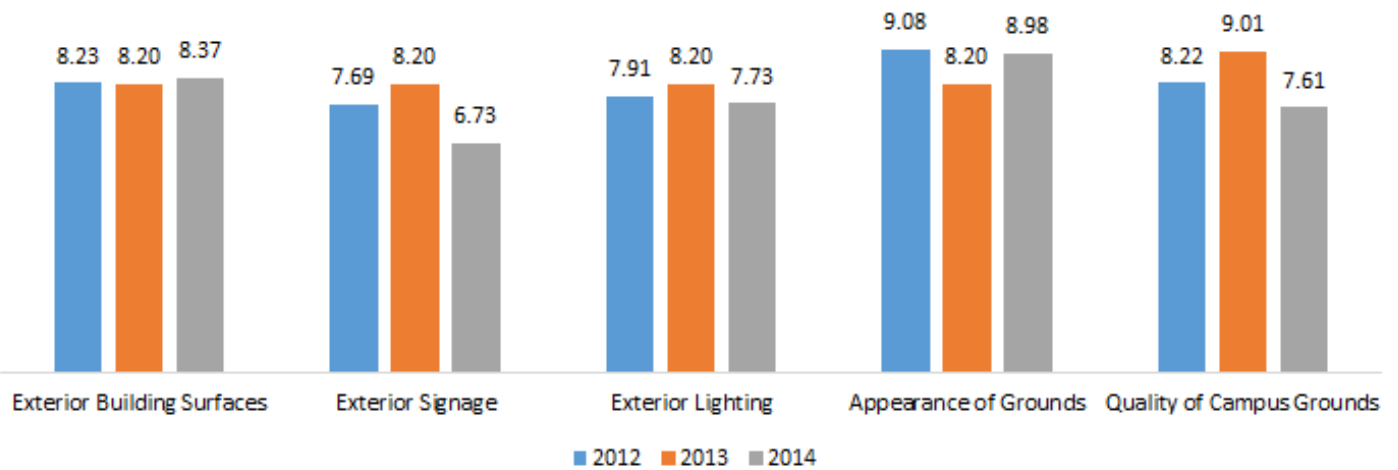
I.2 Customer Service Scores



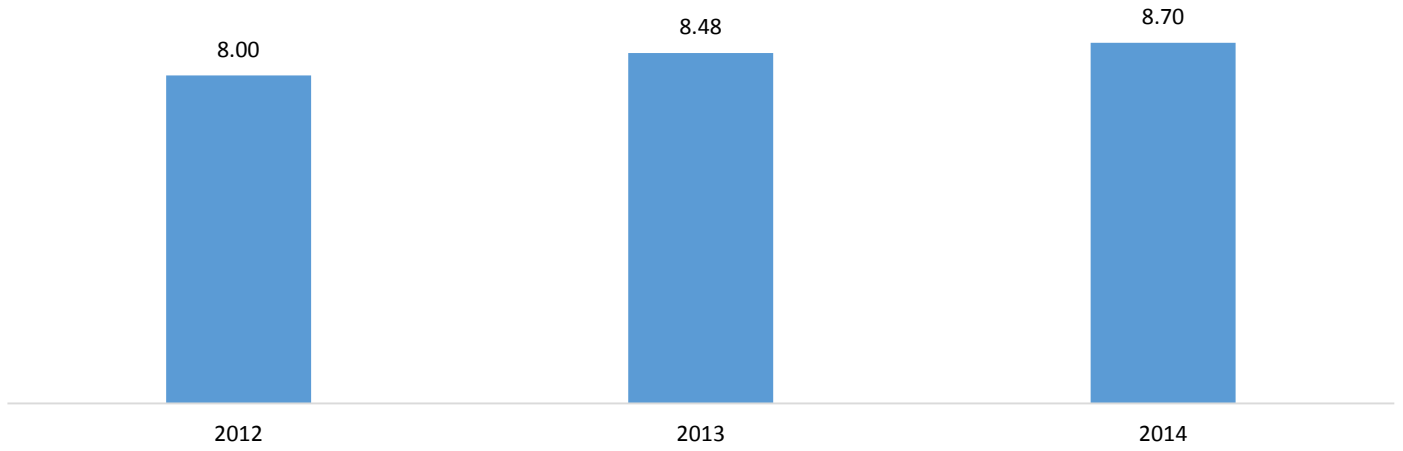
Interior Spaces



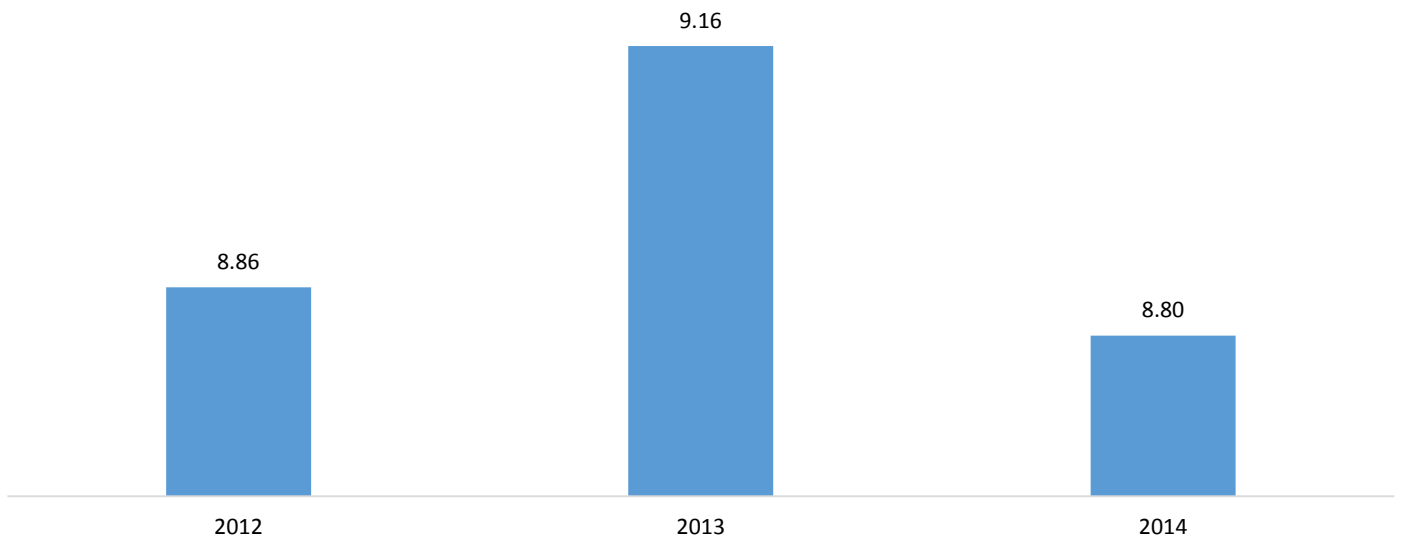
Exterior Spaces



Custodial Services
Cleanliness of Campus buildings

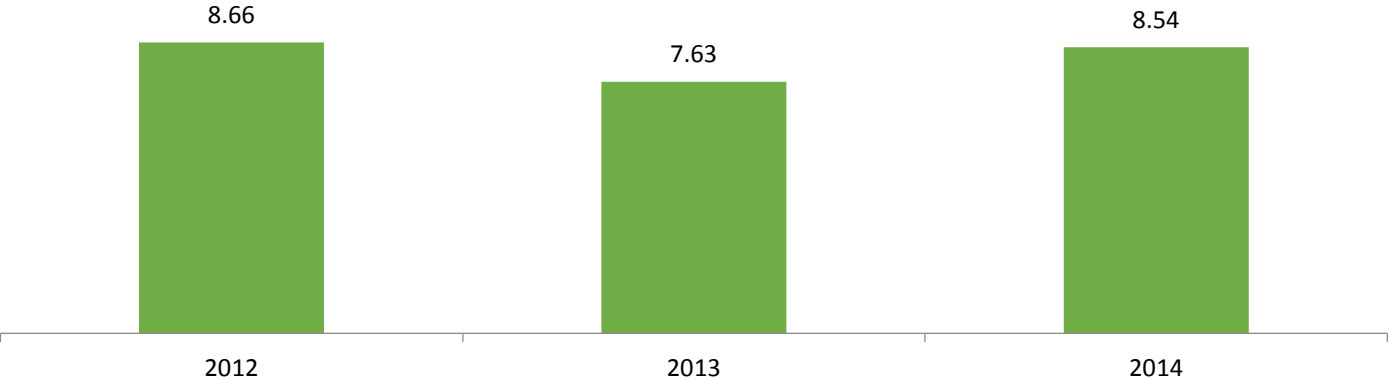


Landscaping



Sustainability Performance

Improves the sustainability performance in CI's built habitat



I.3 Sustainability Score Card 2014-2015



Sustainable Accomplishments

- Newly constructed Sierra Hall is LEED “Gold” equivalent
- Awarded Tree Campus USA for third consecutive year
- Earned APPA rating of 85% in Energy Sustainability Assessment Tool (ESAT)
- Scored “Gold” in ASHEE Sustainability Tracking, Assessment & Rating System (STARS)

Energy Efficiency

- Reduced electricity consumption by 23% since 2008
- All buildings are rated “Energy Star”
- Exterior and interior lighting upgrades to high efficiency CFL and LED across campus

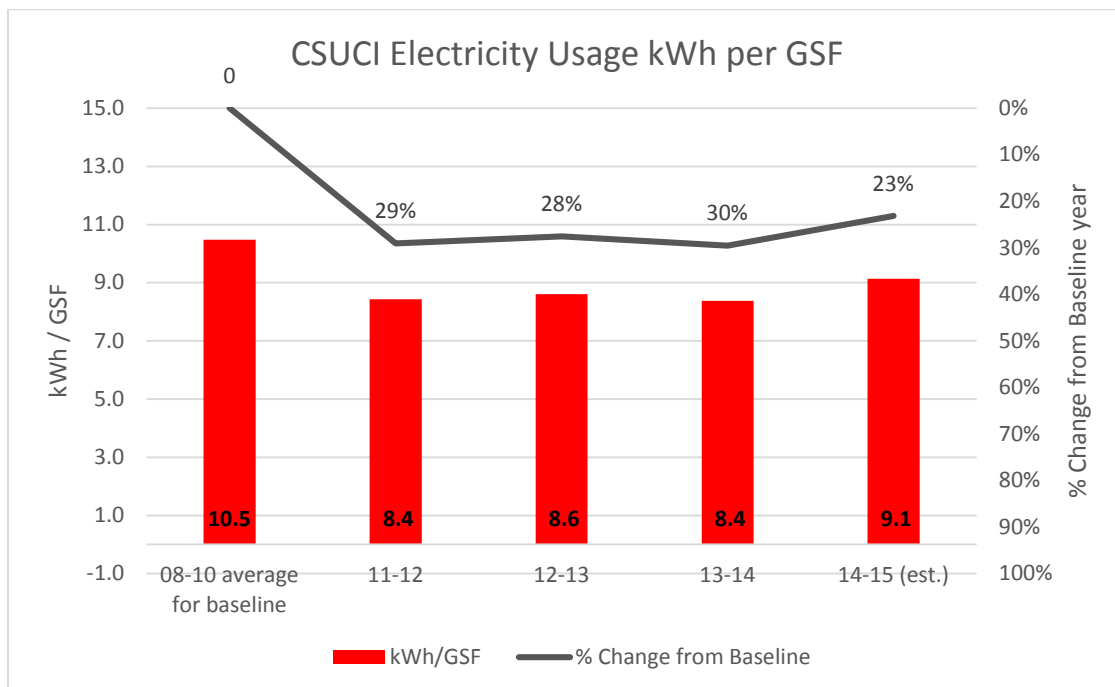
Water Conservation

- Reduced potable water consumption by 40% (on HCF/FTES basis) since 2008-10 Baseline Period
- Reduced recycled water consumption by 58% (on HCF/Acre basis) since 2008-10 Baseline Period
- Planting of drought-tolerant vegetation in place of water-intensive turf

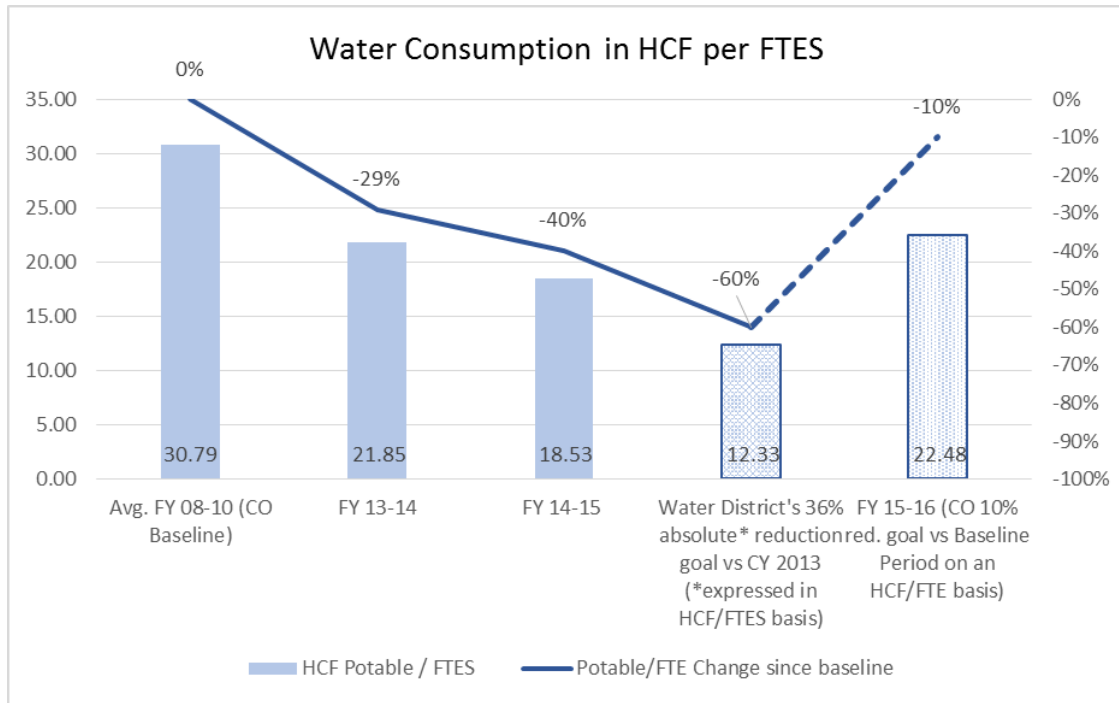
Waste and Recycling

- Achieved 47% diversion rate of recycling versus landfill
- Reduced waste in 2014 by 61.7% since 2008 on Tone/FTES basis
- Reduced waste by 38% overall since 2008

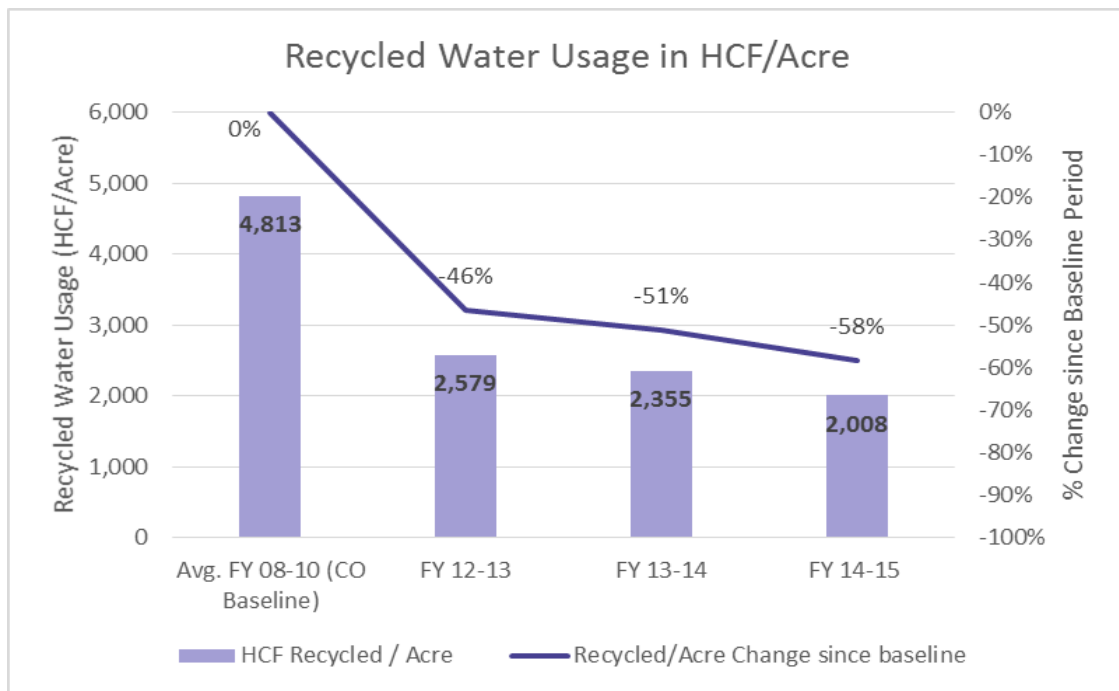
Electricity Consumption (kWh/GSF)



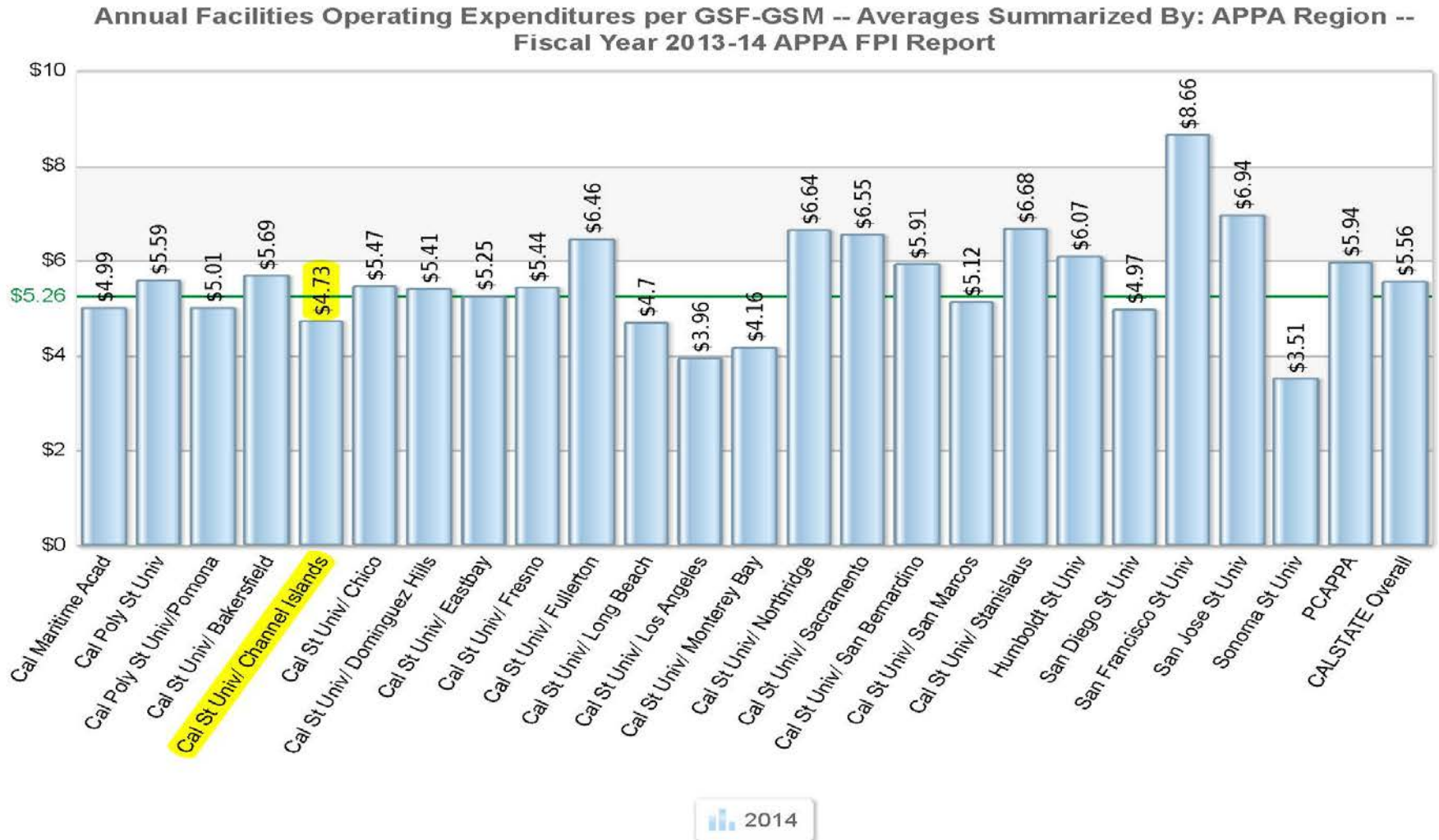
Domestic Water Consumption (HCF/FTES)



Recycled Water Consumption (HCF/Acre)

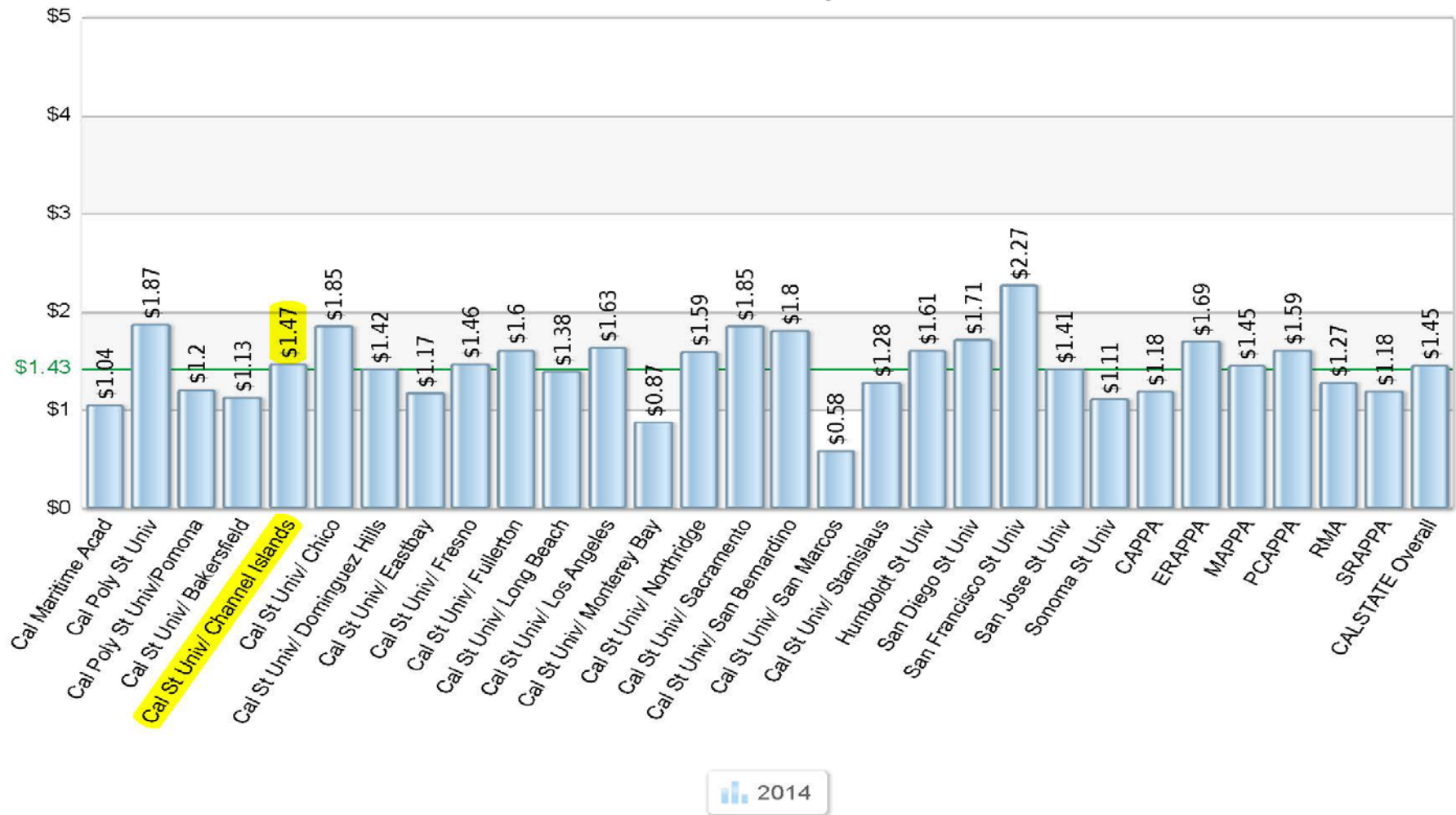


I.4 APPA FPI Survey 2013-2014



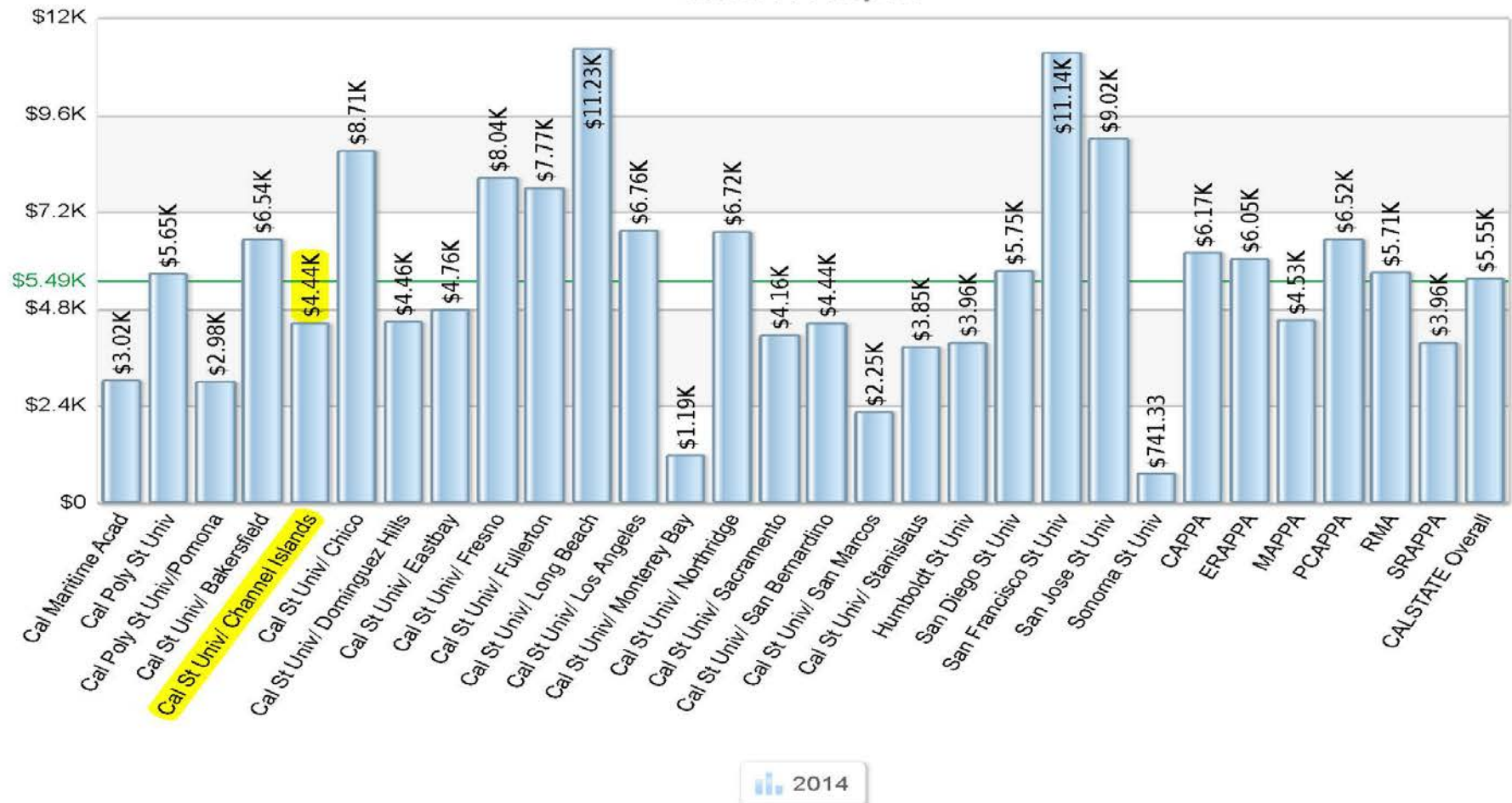
Source: FY 13-14 APPA FPI Survey

Custodial Total Cost per GSF-GSM -- Averages Summarized By: APPA Region -- Fiscal Year 2013-14
APPA FPI Report



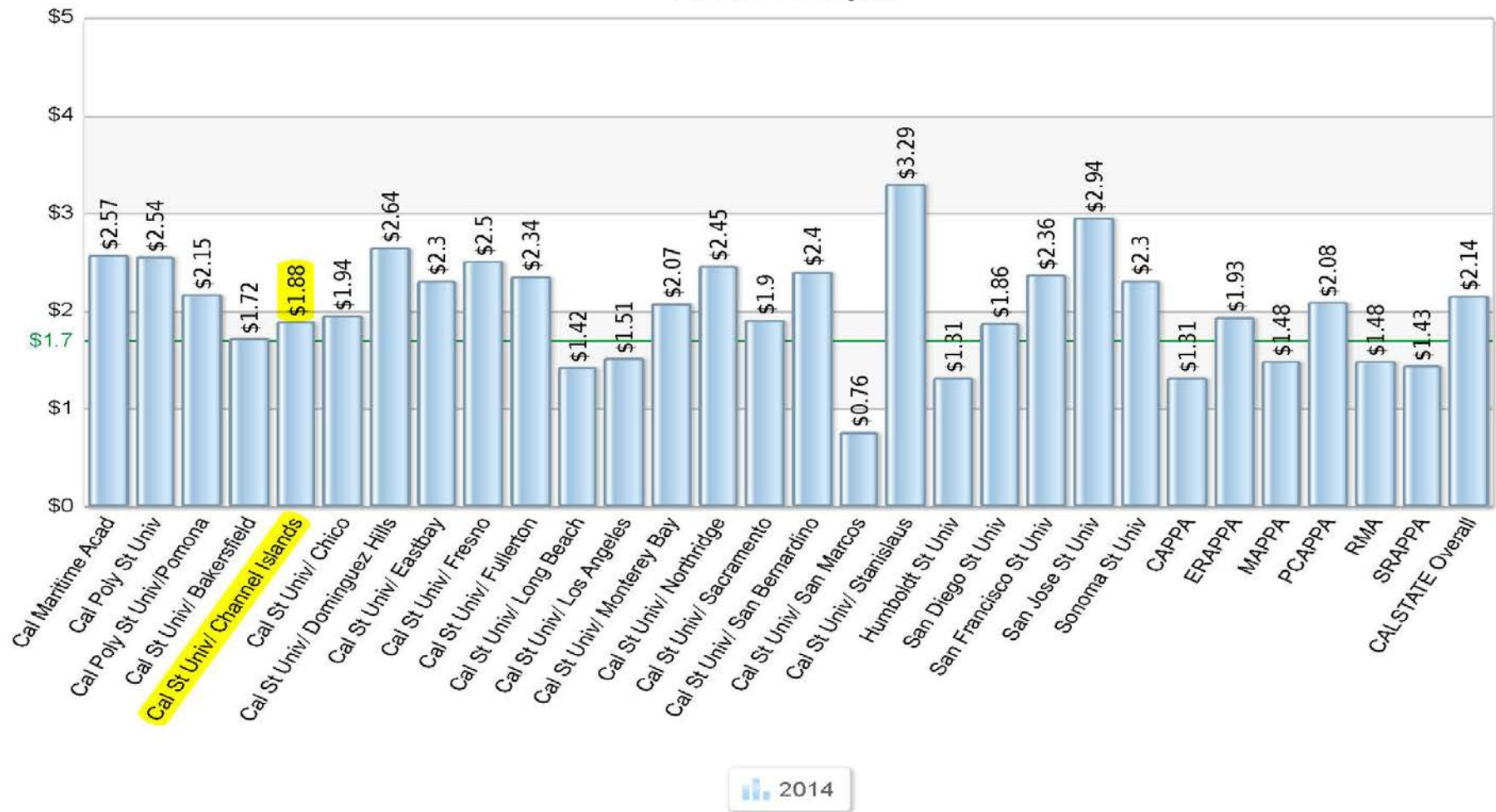
Source: FY 13-14 APPA FPI Survey

Grounds Total Cost per Acre/Hectare -- Averages Summarized By: APPA Region -- Fiscal Year 2013-14
APPA FPI Report



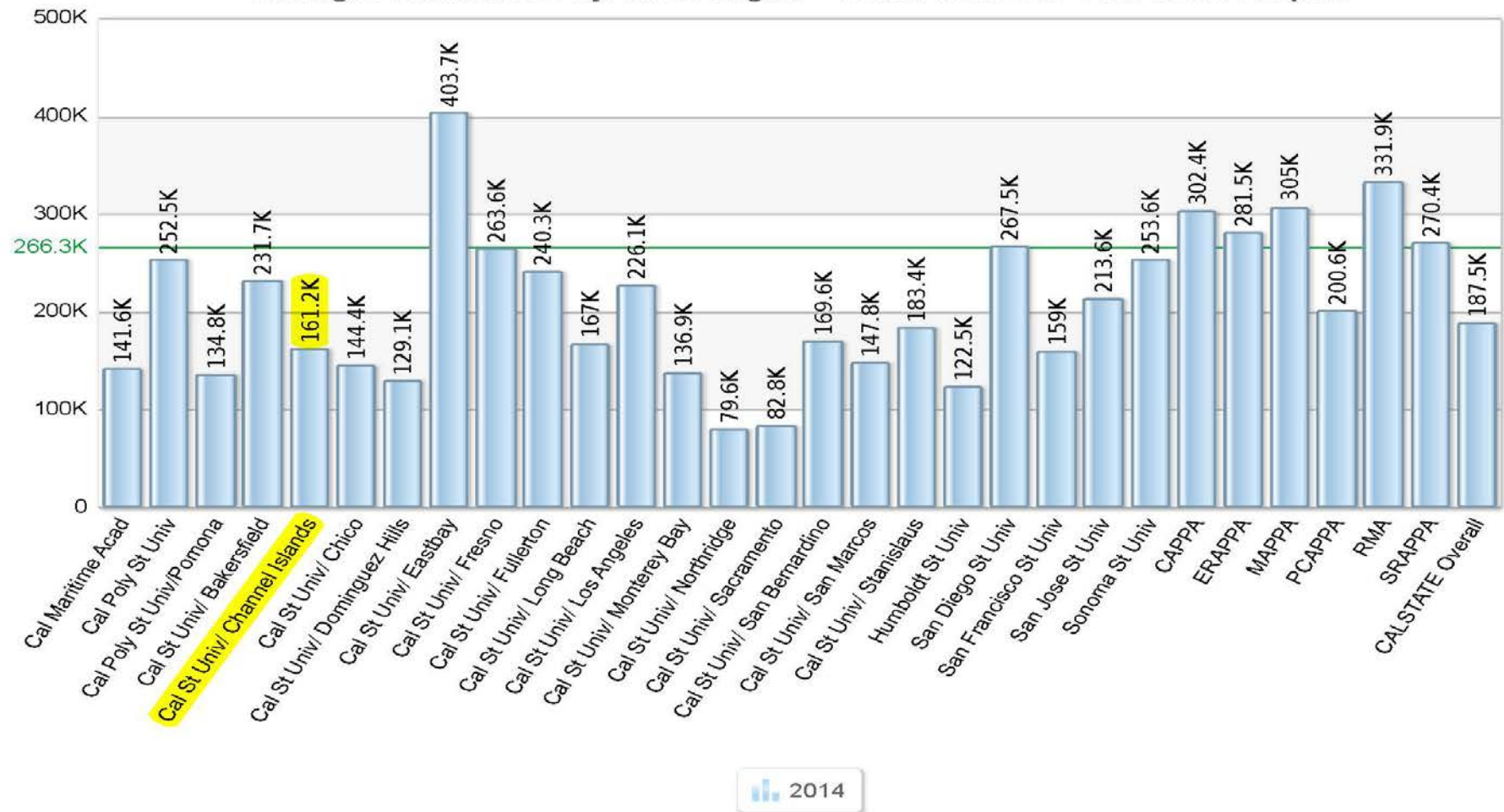
Source: FY 13-14 APPA FPI Survey

Maintenance Total Cost per GSF-GSM -- Averages Summarized By: APPA Region -- Fiscal Year 2013-14
 APPA FPI Report



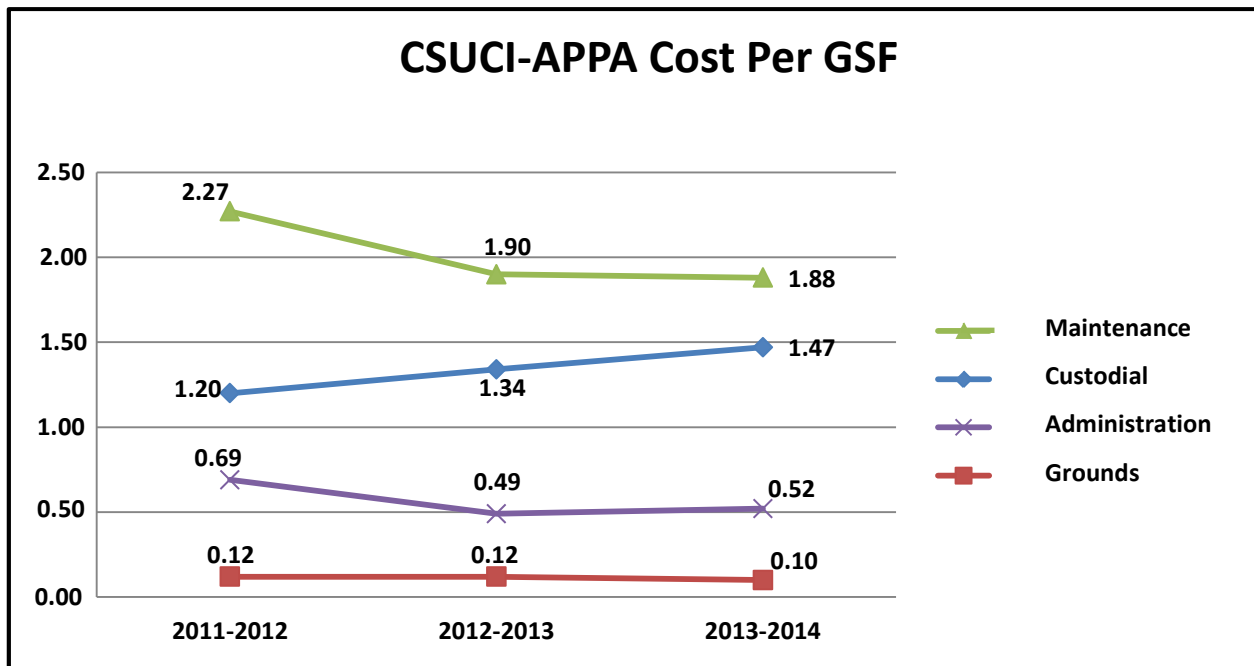
Source: FY 13-14 APPA FPI Survey

**In-house and Outsourced: Facilities Administration GSF-GSM per Facilities Administration FTE --
Averages Summarized By: APPA Region -- Fiscal Year 2013-14 APPA FPI Report**



Source: FY 13-14 APPA FPI Survey

Operational Cost Trends at CSU Channel Islands (Past 3 years by Gross Square Footage)



Source: Annual APPA FPI Survey

FY 14-15 Strategic Initiatives Report



FY14-15 Facilities Services Strategic Initiative Status Report

Strategic Goal	Key Initiative	Status	Next Steps
Improve Operational Excellence	Conduct a DFS customer services survey in fall of 2014.	<i>Complete</i>	<i>Review with Campus</i>
	Support a strategic space planning review for the next three to five years.	<i>In Process</i>	<i>Identify potential consultants to submit proposal</i>
	Ensure capital projects are completed on time and on budget.	<i>Ongoing</i>	<i>Continue monitoring progress on all capital projects</i>
	Continue campus refresh program. <u>Materials, Services, Facilities and Technology Fee (MSFT)</u>	<i>Ongoing Completed 2nd phase of classroom refreshes for the Bell Tower using \$35k that was awarded through the MSFT proposal we submitted for 14-15.</i>	<i>Continue with annual MSFT request and solicit matching funds to continue with BT classroom refreshes until all rooms have been updated.</i>
	Engage in academics through lectures and course development.	<i>Working with engineering, sustainability and Biology to schedule open discussions between FS, students and faculty.</i>	<i>Offer up those <u>that are</u> skilled in associated areas within FS to provide instruction and information to faculty and students – starting internship program with Biology this Fall.</i>
	Offer capstone project opportunities for student assistants.	<i>Ongoing – currently strategizing plan to involve students with sustainability and energy savings projects.</i>	<i>Build student intern program that will allow students to gain experience while assisting FS with workload and resource challenges.</i>
	Implement a state-of-the-art safety training program.	<i>Refreshed all internal safety programs this year and developed automated triggers within CMMS to perform annual reviews and updates. Identified new ways of delivering interactive trainings.</i>	<i>Teaming up with EH&S to develop <u>an</u> annual calendar for all required trainings and will start measuring training success with regular KPIs and quarterly reports.</i>
	Launch energy and water conservation projects, as well as continue efforts to improve waste reduction efficiencies.	<i><u>Funding received from CO this month with work to be completed by Dec '15; also awarded funds from WaterWise.com for turf removal project.</u></i>	<i><u>Continuous - research and apply for potential grant funded/CO funded projects that may become available and propose projects that come with incentives and/or rebates.</u></i>
	Launch continuous commissioning program to improve sustainability performance.	<i>Completed CCX with Central Plant, Madera Hall and Del Norte Hall</i>	<i>Develop internal processes tied to the In-House Construction Process that will move a newly <u>constructed</u> building directly into CCX Program; write SOPs for steps involved with CI CCx Process.</i>

FY14-15 Facilities Services Strategic Initiative Status Report

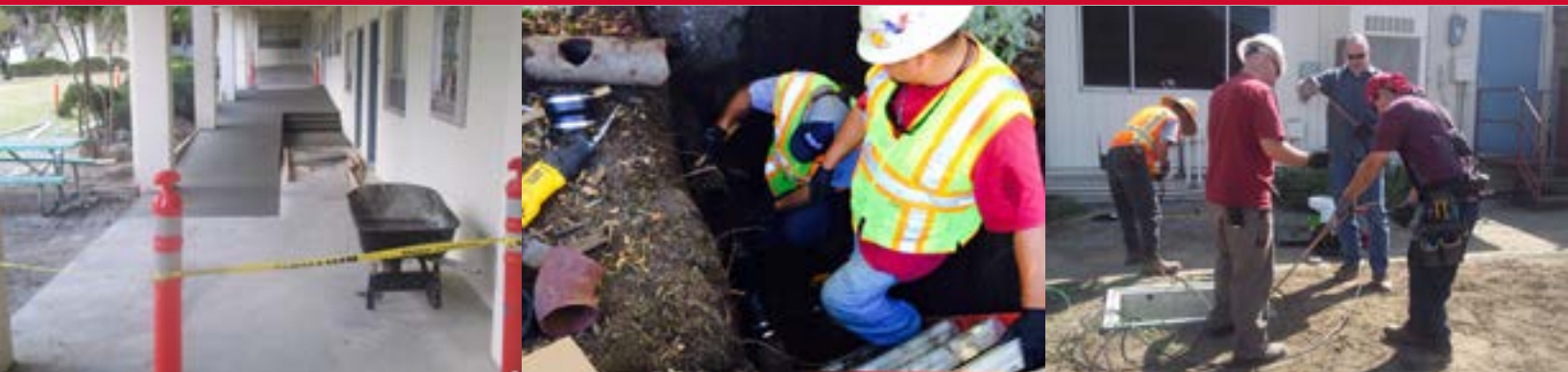
Strategic Goal	Key Initiative	Status	Next Steps
Attract and Retain a Diverse and Talented Staff	Provide training to staff on standard operating procedures.	<i>Previously only had several SOPs – this year we developed and adopted over 50 Process Guidelines and SOPs for reference. Combined all into an interactive PDF book that will be placed on FS website once adopted guidelines are re-written based on CI needs.</i>	<i>Ongoing - performing monthly trainings to management and staff on SOPs and Process Guidelines as they are written and/or updated.</i>
	Implement individualized development opportunities for staff.	<i>Ongoing – annual training suggestions are written into EE performance evaluations and discussed with EE in detail at time of review.</i>	<i>Continue to support those who wish to improve their skills and/or knowledge and find opportunities for them to gain experience where practical.</i>
	Support Managers through offering management training sessions.	<i>Ongoing – annual training suggestions are written into EE performance evaluations and discussed with EE in detail at time of review.</i>	<i>Continue to support those who wish to improve their skills and/or knowledge and find opportunities for them to gain experience where practical.</i>
	Sustain employee morale program.	<i>Ongoing – request morale funds on annual basis and utilize to hold monthly events that are based on team building.</i>	<i>Engage staff to start to assist in finding new and exciting ways to improve morale.</i>
Enhance Resources	Implement Preventive Maintenance Program, and in conjunction with this, improve work order prioritization and scheduling.	<i>Utilizing completed asset inventory, we have identified and entered all code/regulatory PMs as P-1, Identified and entered all Critical/Manufacturer Recommended PMs as P-2 and entered all non-critical PMs as P-3.</i>	<i>I trained and temporarily reassigned an EE to work as a planner scheduler for PM who would not only schedule but also kit all materials so that the technicians would be able to go directly into the field without the need to tract down and pull materials – this save hundreds of man hours. The EE decided to go back to previous pos. Next Step is to one permanently fund such a position; for now – we are unable to properly schedule due to loss of support staff in the Work Center.</i>
	Refine key performance indicators for DFS.	<i>Built usable KPIs for DFS as a team effort and set baselines and achievable targets.</i>	<i>Use KPIs as a tool to identify areas In need of improvement and track/report successes. Ongoing effort is to adjust targets and</i>

FY14-15 Facilities Services Strategic Initiative Status Report

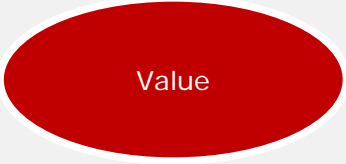



			<i>objectives based on performance/success and future needs.</i>
	Assess grounds management program implementation and inventory practices.	<i>Ongoing</i>	<i>Identify best practices and develop process guidelines – train and implement.</i>
	Integrate BIM into major capital design and maintenance.	<i>In process</i>	<i>Receive BIM model of West Hall and begin training on how to use this tool in managing the bldg.</i>
Enrich Communication	Continue sustainability communication program.	<i>Through educational and outreach opportunities and green screen installations we can continue to enrich our communication capabilities.</i>	<i>Engage campus through the sustainability committee.</i>
<p>Metrics will be traced using baseline data from the 2013 customer satisfaction survey.</p> <p>Reflections on metrics: <i>See Customer Service Scores page.</i></p>			

FY 14-15 Key Performance Indicators Report

- FS Strategy Map
- FS Scorecard
- 310-Business Services
- 310-Employee Services 330-Work Center
- 330-Operations
- 345-Landscaping
- 330-Maintenance Stores
- 340-Custodial
- 320/350-Planning, Design and Construction



Facilities Services Strategy Map

Strategic Theme: Operating Efficiency	Objective Description	Measurement	Target	Initiative	Responsible
Financial:  Value	Return on Assets Total Cost of Ownership	Asset Life Cycles Maintenance Costs VS Replacement	100% or Greater <5%	Robust PM Program	Work Center Management
Customer:  Dependable Service	Provide responsive, flexible and dependable service.	Customer Survey FPI Survey	Score of 8 At Median Averages	Provide a level 2 service based on APPA Criteria	Department Directors and Managers
Internal:  Effectiveness & Efficiency	Document Processes To be timely and efficient Eliminate Signatures	Tracking Schedules WO Completion Rates	90%+ on time 80% on time	Development Management	Department Directors and Managers
Learning:  Development Opportunities	Create Training Procedures Offer Development Opportunities Safety	Employee Survey Evaluation Reviews	80% of Training Budgets Met	Schedule Trainings suggested by management Shop Budget	Managers Employee Services

FY 2014-2015 FS Scorecard

Financial	Value	Measurements	Target	FY 14-15	Responsible	Frequency	Notes
	Service Efficiency	APPA Service Level	Level II	2	Department Directors and Managers	Annual	Reduce to level 3 (next FY). CUS= Level 2, GRO= Level 2, and Maint. Stores= Level 3
	PDC Contractor Costs per SF	Total cost for construction per SF VS. CSU Average	Within Average	NA	PDC	Annual	We can't track this as the costs have not been updated by the CSU
	Return on Assets	Asset Life Cycle	100%	40%	Work Center Management	Annual	

Customer	Dependable Service	Measurements	Target	FY 14-15	Responsible	Frequency	Notes
	Work Quality	Customer Survey Scores	8 out of 10	8.81	Department Directors and Managers	Annual	Avg. of the dept.
	Quality of Communication	Customer Survey Scores	8 out of 10	8.25	Department Directors and Managers	Annual	Avg. of the dept.
	Cost Recovery	On- time Completion	95%	89%	Department Directors and Managers	Monthly	Avg. of the dept.
	Aesthetic, clean, well maintained Work Environment	Customer Survey Scores	8 out of 10	8.25	Grounds, Maintenance, and Custodial	Annual	8.25- Quality of classroom, office, and meeting facilities & campus grounds

Internal	Effectiveness/Efficiency	Measurements	Target	FY 14-15	Responsible	Frequency	Notes
	Productivity	% Chargeable Time vs. Unchargeable	70%	81%	Department Directors and Managers	Monthly	Avg. of the dept.
	Sustainability	APPA Module	>80%	85%	PDC	Annual	
		LEED/Cal-Green	Platinum/T-II	Gold	PDC	Annual	
	On-Time Completion	Milestone/WO Tracking	>=95%	73%	Department Directors and Managers	Monthly	Avg. of the dept.
	On-Budget Completion	Budget Tracking	>=90%	97%		Monthly	Avg. of the dept.

Learning	Development Opportunities	Measurements	Target	FY 14-15	Responsible	Frequency	Notes
	Skilled Training	Actual training received VS. estimated or planned	100%	81%	Linda Covarrubias	Annual	
	Safety Training	Actual training received VS. estimated or planned	90%	65%	Managers and Employee Services	Annual	Measured by EH&S and Access Database
	Employee Survey	Satisfied or better	>65%	59%		Annual	

Legend: 80%-100% 59%-79% 58-Below

340-Custodial

Value	Measurements	Target	FY 14/15				Responsible	Frequency	Notes
Custodial cost per GSF	FS Custodial cost per cleanable SF vs. CSU Overall Average Cost	Below CSU Average Costs of \$1.45/GSF	\$1.47/GSF				Supervisors	Annual	Results from the APPA FPI Survey
Dependable Service	Measurements	Target	FY 14/15				Responsible	Frequency	Notes
Customer Satisfaction Survey	Customer Survey Scores	8 out of 10	8.47				Supervisors	Annual	
Effectiveness/Efficiency	Measurements	Target	March	April	May	June	Responsible	Frequency	Notes
Breeze Inspection Program	Buildings completed vs. incomplete	80%	19%				Supervisors	Annual	It is measurable but can not be completed because they are not fully staff. Possible for next FY measurement
Productivity	% Chargeable Time vs. Unchargeable	>= 70%	94%	97%	97%	96%	Supervisors	Monthly	PM'S vs. ST (DIR/IND)
On-Time Completion	Milestone/WO Tracking	>= 95%	89%	93%	96%	96%	Supervisors	Monthly	PM's on Time
Development Opportunities	Measurements	Target	March	April	May	June	Responsible	Frequency	Notes
Skilled Training	Actual training received VS. estimated or planned	100%	71%				Supervisors	Annual	The training will be measured by using the list of training that was APPR in the beginning of the FY
Safety Training	Actual training received VS. estimated or planned	100%	59%	93%	93%	92%	Supervisors	Monthly	low %: Training is not being completed during the scheduled month. It is being comp. a month after due date

330-Operations

Value	Measurement	Target	FY 14-15												Responsible	Frequency	Notes	
Maintenance Costs per GSF	FS Maintenance cost per GSF vs. CSU Overall Average Cost	Below CSU Average Costs of \$2.14/GSF	\$1.88/GSF												FS Support	Annual	Results from the APFA FPI Survey	
Dependable Service	Measurement	Target	July	August	September	October	November	December	January	February	March	April	May	June	Responsible	Frequency	Notes	
Cost Recovery	On-time Completion	95%	NA											90%	69%	Sharon Seravic	Monthly	
Effectiveness/Efficiency	Measurement	Target	July	August	September	October	November	December	January	February	March	April	May	June	Responsible	Frequency	Notes	
Work Order Completion Rate Priority 3	Average Time to Complete Work Orders for priority 3 (30 days)	100%	43%	73%	88%	84%	87%	86%	83%	92%	93%	82%	90%	93%	Bianca Acosta	Monthly		
Work Order Completion Rate Priority 1	Average Time to Complete Work Orders for Priority 1 (7 days)	100%	76%	31%	62%	70%	34%	53%	79%	49%	56%	58%	56%	59%	Tim Berndtson	Monthly		
Reactive WO %	Indicates percentage of total regular maintenance work that is reactive or unscheduled.	< 10%	16%	15%	23%	11%	10%	29%	18%	21%	17%	25%	11%	21%	Work Center	Monthly		
Work Backlog in Crew Weeks	Monthly report of estimated man hours in backlog and waiting to be scheduled.	< 4 Weeks	2.5 weeks	1.2	NA	3 weeks	4.2	NA						16.65	Sharon Seravic	Monthly		
Wrench Time	Wrench time report to show direct time spent on WOs vs. indirect time (Shop Time)	> 70%	64%	70%	68%	65%	75%	73%	77%	71%	77%	82%	83%	82%	Bianca Acosta	Monthly		
Projects	On budget vs. actuals	95%	100%	97%	85%	92%	97%	96%	100%	100%	100%	100%	99%	94%	Jeanne Burgin	Monthly		
Projects	Scheduled vs. actuals	95%	31%	23%	19%	34%	27%	42%	77%	88%	55%	18%	73%	67%	Bianca Acosta	Monthly		
HRE Comp Rates	WOs to be completed within 7 working days for student support	95%	45%	44%	73%	52%	61%	40%	60%	33%	39%	50%	27%	86%	Sharon Seravic	Monthly		
Development Opportunities	Measurement	Target	July	August	September	October	November	December	January	February	March	April	May	June	Responsible	Frequency	Notes	
Skilled Training	Actual training received VS. estimated or planned	100%	NA					96%							Managers	Annual		
Safety Training	Actual training received VS. estimated or planned	85%	NA				71%	NA	64%	97%	50%	35%	46%	37%	Managers	Annual		

345-Landscaping

Value	Measurements	Target	FY 14-15				Responsible	Frequency	Notes
\$ Cost per acre	Landscaping costs per Sq.Ft vs. CSU overall average cost	Below CSU Average Costs of \$5.55k/GSF	\$4,439.16/GSF				Manager	Annual	Results from the APPA FPI Survey
Dependable Service	Measurements	Target	March	April	May	June	Responsible	Frequency	Notes
Customer Service Scores	Do the services meet or surpass the customer expectations	8+ out of 10	9 out of 10				Manager	Annual	Campus Facility Survey
Cost Recovery	On-time Completion	95%	98%	98%	100%	100%	Manager	Monthly	Web Works
Effectiveness/Efficiency	Measurements	Target	March	April	May	June	Responsible	Frequency	Notes
Reduce recycled water consumption	Inspection of equipment, reports and measure areas for reduction of recycled water	>20%	30%	30%	30%	30%	Manager	Monthly	SmartLink Web Reports
On-Time Completion	Milestone/WO Tracking	>=95%	98%	98%	100%	100%	Manager	Monthly	Web Works
Productivity	% Chargeable Time vs. Unchargeable	70%	80%	85%	85%	90%	Manager	Monthly	Web Works
Development Opportunities	Measurements	Target	March	April	May	June	Responsible	Frequency	Notes
Skilled Training	Actual training received VS. estimated or planned	100%	58%			68%	Manager	Annual	
Safety Training	Actual training received VS. estimated or planned	95%	88%	47%	76%	85%	Manager	Monthly	

320/350- PDC

Value	Measurement	Target	Actuals	Responsible	Frequency	Notes
PDC Contractor Costs per SF	Total cost for construction per SF VS. CSU Average	Within Average	NA	John Gormley	Annual	We can't track this as the costs have not been updated by the CSU
Dependable Service	Measurements	Target	Actuals	Responsible	Frequency	Notes
Track all change orders "errors & omissions"	West Hall	<3% of const.budget	0.003%	Susan Davis	Monthly	West Hall exceeded our goals, which allowed the project to deliver additional scope that will serve the academic needs of the campus.
	Student Housing		0%			Project is just starting construction
	Dining		0%			Project is just starting construction
Productivity	% Chargeable Time vs. Unchargeable	70%	0%	John/Susan	Quarterly	This metric was not tracked as changes in budgeting were implemented.
Effectiveness	Measurements	Target	Actuals	Responsible	Frequency	Notes
Maintain original overall project duration while maximizing the built project scope for avail. Budget	West Hall	90% of all projects	All projects are on schedule and within approved budgets.	PM	Quarterly	The Project provided 4 additional instructional labs approximately 3,285 SF
	Student Housing					The Project is attempting to provide additional infrastructure that will serve the campus' needs.
	Dining					The Project is attempting to provide additional infrastructure that will serve the campus' needs.
Incorporate sustainable strategies	Prepare project scorecard template & post construction assessment	LEED "Platinum" Cal-Green Tier II	West Hall	Terry Tarr	Quarterly	West Hall meets a LEED "Gold" level equivalency if the project went through certification.
		LEED "Platinum" Cal-Green Tier II	SH3	Terry Tarr	Quarterly	SH3 project was submitted to LEED and in process of their review.
		Cal-Green Tier II	SH3		Quarterly	CA Green: SCB has issued a draft of the CA Green matrix but it needed some work so I am waiting on the revised version of that but call it 50% at least.
Development Opportunities	Measurements	Target	Actuals	Responsible	Frequency	Notes
Transfer of Knowledge	All staff become "knowledge leaders". Cross Training to ensure transfer of knowledge	100%	NA	Susan Davis	NA	Not Applicable this year. Will apply to next FY15 16
Achieve and maintain appropriate Certification/ Licensure	John Gormley-AIA	100%	100%	NA	Bi-Annual	Due Oct 2017
	Terry Tarr-AIA		100%		Bi-Annual	Due Feb 2017
	Terry Tarr-LEED Green		40%		15 hours 2 Yrs	Cal Green 6 hrs in May 2015-Ongoing
	David Carlson-AIA		100%		Bi-Annual	Due Jan 2018
	David Carlson-CAS		100%		3 Years	Due Mar 2016
	Dan Gerrard-OSHPOD		100%		3 Years	Due 9/30/2016
Skilled Training	Actual training received VS. estimated or planned	100%	100%	Susan Davis	Annual	

310-Business Services

Value	Measurements	Target	May	June	Responsible	Frequency	Notes
Admin cost/GSF	APPA FPI Survey	< CSU Avg. (.59)	0.52		Terrie	Annual	
Temps 380	% Time unbilled on projects	100% (zero time)	Not Applicable this Year		Terrie	Monthly	Next FY KPI
Dependable Service	Measurements	Target	May	June	Responsible	Frequency	Notes
330 Invoice Processing	Date the invoice arrives to FS and Date sent to AP	5 days	88%	100%	Kara Waycasy	Monthly	
Effectiveness/Efficiency	Measurements	Target	May	June	Responsible	Frequency	Notes
Dashboard Budget Report	On time Completion	5 days after month end	100%	100%	Shana and Kara	Monthly	
DFS Monthly Report	On time Completion	5 days after month end	88%	100%	Terrie	Monthly	
Purchase Orders	From requisition to issue date (under 25k)	2 weeks	67%	100%	Shana	Monthly	1 of 3 PO is over 2 wks due to adding new vendor to PS.
	From requisition to issue date (over 25k)	2 weeks	100%	100%	Shana	Monthly	
Development Opportunities	Measurements	Target	FY14-15		Responsible	Frequency	Notes
Skilled Training	Actual training received VS. estimated or planned	100%	78%		Terrie	Annual	
Safety Training	Actual training received VS. estimated or planned	85%	92%		Safety Manager	Annual	

310-Employee Services

Value	Measurements	Target	FY 14/15	Responsible	Frequency	Notes
Efficient Hiring Process	Hiring employees on a timely basis	50%	50%	Linda	Quarterly	Turnaround hinges on signature approval by VP and AVP of Financial Services
Dependable Service	Measurements	Target	FY 14/15	Responsible	Frequency	Notes
Temp hire turnaround time	Track spreadsheet from beginning to end(2 months) and follow up	50%	50%	Linda	Annual	Turnaround hinges on signature approval by VP and AVP of Financial Services
Effectiveness/Efficiency	Measurements	Target	FY 14/15	Responsible	Frequency	Notes
Document Process	Tracking spreadsheet between FS and other departments	80%	50%	Linda	Annual	
Development Opportunities	Measurements	Target	FY 14/15	Responsible	Frequency	Notes
Skilled Training	Actual training received VS. estimated or planned	100%	100%	Linda	Annual	
Safety Training	Actual training received VS. estimated or planned	85%	75%	Safety Coordinator	Annual	

330-Maintenance Stores

Value	Measurement	Target	FY14-15	Responsible	Frequency	Notes
Maintenance Stores	Stock value, annual inventory	NA	\$ 533,744.99	Work Center Management	Annual	
Maintenance Stores	annual turnover dollars \$	NA	\$ 2,609,843.56	Work Center Management	Annual	
Dependable Service	Measurements	Target	June	Responsible	Frequency	Notes
Stock to WO's	On time vs late	100%	73%	Karl Richert	Monthly	
Effectiveness/Efficiency	Measurements	Target	June	Responsible	Frequency	Notes
Request to Purchase Stock on hand	On time (24 hr) completion	100%	82%	Chris Rice	Monthly	
Receiving	Received on time after item/product arrives	100%	79%	Maintenance Store Management	Monthly	
Development Opportunities	Measurements	Target	FY14-15	Responsible	Frequency	Notes
Skilled Training	Actual training received VS. estimated or planned	100%	NA	Linda	Annual	No Skilled Training was required for FY14-15
Safety Training	Actual training received VS. estimated or planned	90%	28%	Safety Coordinator	Monthly	

330- Work Center

Value	Measurement	Target	FY 14/15			Responsible	Frequency	Notes
Return on Assets (Campus Buildings & Systems)	Life cycle of equipment and systems on campus	100% or Greater	40%			Tim Berndtson	Annual	Work Center Management
Dependable Service	Measurements	Target	2nd Qtr	3rd Qtr	4th Qtr	Responsible	Frequency	Notes
PM Compliance%	Information on how well the PM program is being managed	100%	27%	51%	37%	Tim Berndtson	Quarterly	Entire Deparment
Effectiveness/Efficiency	Measurements	Target	FY 14/15			Responsible	Frequency	Notes
Cost Recovery	Complete CRs to CRI Status (less than 5 days)	85%	75%			Jeanne Burgin	Monthly	Tim has a report
Event WO's	On time Completion of WO's	85%	0%			Tim Berndtson	Monthly	
Development Opportunities	Measurements	Target	FY 14/15			Responsible	Frequency	Notes
Skilled Training	Actual training received VS. estimated or planned	100%	100%			Linda	Annual	
Safety Training	Actual training received VS. estimated or planned	85%	88%			Safety Coordinator	Monthly	

FY 15-16 Proposed Strategic Initiatives



- **Facilities Services Strategic Initiative Planned Action Report**
- **PDC Strategic Initiative Planned Action Report**

FY15-16 Facilities Services Strategic Initiative Planned Action Report

Strategic Goal	Objective	Planned Activities Initiatives KPIs
Achieve Operational Excellence	Improve customer service	Conduct a DFS customer service survey in Fall of 2015; utilize APPA standard survey and review results with campus departments and FS Staff. (USE KPIs to measure against peers)
	Prepare for growth	Establish 5yr growth plan for staffing and budgetary needs. (Set Baseline and measure actual vs. planned on annual basis)
	Share expertise and services	Engage in Academics through lectures on Engineering, Sustainability and Biology and work with Faculty to establish internship programs that will benefit the Students and FS.
	Succession planning	FS Managers and Supervisors continue to provide opportunities to those within as they arise; encourage and guide those under us that show a willingness to learn and offer opportunities for experience where feasible. (Use KPIs to measure % of positions filled with internal candidates VS. external)
Attract and Retain a Diverse and Talented Staff	Create operations manuals	Continue the development of Operating Guidelines and Manuals – Package SOPs and Guidelines into an interactive tool (Manual) for all to use – set reoccurring dates for periodic reviews.
	Foster entrepreneurship	Hold annual strategic planning events with staff and engage / empower employees to identify improvement plans and initiate plans where practical.
	Offer robust development opportunities	To identify skilled training opportunities and discuss them with staff during their evaluations; request a skilled training budget annually and provide the training as planned.
	Community building	Hold regular team and morale building events that are not work related i.e. horseshoe tournaments, over the line competitions etc. Offer an extended lunch on quarterly bases for such events – periodically invite other departments to participate.
Enhance Resources	Document processes	Have staff develop/write down processes for critical work performed and train others once developed; enter new processes into FS SOP Manual.
	Implement online, web-based, self-service solutions	Through MyCI and our webpage – set up annual training calendars (Safety and Skilled) with links to documents for all to utilize. Set up quick training videos such as “How to use your 1Card plus Pin for Automated Door Locks)
	Streamline processes for timeliness and efficiency	Encourage Process Mapping and Lean Strategy Techniques to streamline processes where feasible.
	Improve reporting	Create a shared calendar due dates that can be viewed in advance to allow more time for reporting needs.
Enrich Communications	Improve websites	Provide annual updates and reviews – hold third party reviews through periodic surveys.
	Increase the variety of communication tools – FAQs, online newsletters, annual disclosures, collaboration tools	Continuous Development of a robust webpage that offers interactive tools for staff and users.

FY15-16 PDC Strategic Initiative Planned Action Report

Strategic Goal	Objective	Planned Activities
Achieve Operational Excellence	Improve customer service	<ol style="list-style-type: none"> 1. Participate in the annual FS Customer Survey and review results with campus community. 2. Continue to deliver capital projects on time, on budget while increasing/improving overall project value.
	Prepare for growth	Continue planning for CI 2025 growth with the following: <ol style="list-style-type: none"> 1. Facilitating various planning efforts (CEQA, campus planning efforts) that support this growth; 2. Continue to do outreach to campus communities on growth strategies.
	Share expertise and services	<ol style="list-style-type: none"> 1. Engage campus community (faculty, staff and students) on campus infrastructure and sustainable efforts through presentations and other outreach; 2. Establish internship programs that will benefit the students and FS; 3. Continue providing project management trainings for FS staff annually; 4. Provide training on BIM to FS staff for use in the field to improve operational efficiencies.
	Succession planning	Identify candidates to become University Architect, University Planner & Director
Attract and Retain a Diverse and Talented Staff	Create operations manuals	<ol style="list-style-type: none"> 1. Continue reviewing Process Guidelines and update as appropriate.
	Foster entrepreneurship	Encourage and support staff initiatives that improve project processes.
	Offer robust development opportunities	<ol style="list-style-type: none"> 1. Offer professional development opportunities for areas of expertise per KPI #2; 2. Provide Project Management refresher training to hone PM skills for FS staff.
	Community building	Facilitate greater interaction & collaboration within FS for greater efficiencies and effective operations.
Enhance Resources	Document processes	<ol style="list-style-type: none"> 1. Continue to expand paperless project management system for filing; 2. Identify construction management software that supports expanded capabilities for schedule/budget management & document controls.
	Implement online, web-based, self-service solutions	<ol style="list-style-type: none"> 1. Continue implementation of Building Information Modeling on buildings on campus that support improved and efficient operations & maintenance of the facilities by FS staff. 2. Continue to expand Facilities Link as a support for FS staff and the broader campus community.
	Streamline processes for timeliness and efficiency	<ol style="list-style-type: none"> 1. Continue reviewing construction management tools used by the contracting industry that creates efficiencies in the management of schedule & budget.
	Improve reporting	Continue capital project audit controls for electronic filing.
Enrich Communications	Improve websites	Regular updates to the FS & sustainability web pages that help inform what is happening on campus.
	Increase the variety of communication tools – FAQs, online newsletters, annual disclosures, collaboration tools	<ol style="list-style-type: none"> 1. Continue FS newsletter (issued quarterly); 2. Provide campus with regular updates about construction activities.