

Annual Report FY 2011-12

Operations, Planning and Construction

Division of Finance & Administration

California State University Channel Islands

June 2012

1 INTRODUCTION

OPC's Role: To Keep the Campus Functioning

OPC is responsible for planning, designing and constructing new buildings and renovations, maintaining the buildings, maintaining landscaping, providing custodial services, managing utility services, setting up events, providing moving services and mail services.

1.1 OPC's Significant Accomplishments

OPC has had a very successful year. Despite staffing and budget challenges, OPC has managed to meet the Campus's needs, and has been able to deliver high-quality services. We have met or exceeded three of our Measurable Goals (Customer Service, On-schedule and On-budget), and are well on the way to meet the Sustainability Performance Goal. We are successful because the dedicated professionals in OPC take pride in the quality of their work, continuously seek ways to improve, and are focused on making our campus the most beautiful, well-maintained and sustainable campus in the CSU system.

A summary of the major accomplishments achieved in FY 2011-12 is listed below. Additional details are provided in Section 2.

- *On-time and On-budget Completion of Projects.* Major capital projects, renovations and repairs were completed on-time and under-budget. Sixteen capital projects, including Entrance Road, Solano Hall, El Dorado Hall, and University Hall, were all completed in the current FY. North Hall is on schedule to be opened for Fall 2012 classes. In addition, we have completed more than 40 maintenance related projects.
- *Award-Winning Construction Management Process.* OPC's construction management process has been selected for the Constructech Vision Award. The award honors companies that have realized advantages of applying modern technologies to their everyday businesses.
- *Pioneered Facilities-Link Space Management database.* OPC adopted Facilities Link space management database system three years ago and has continually improved the

OPC MISSION STATEMENT

OPC supports CI stakeholders by providing highest quality service by practicing excellent workmanship, exhibiting forward vision, using resources effectively and efficiently and continuously improving the quality of service.

OPC'S CORE VALUES

Excellence in service

Value our team members

Continuous improvement and customer service

Sustainable performance

MEASURABLE GOALS

*Customer Service Scores
> 4 in a scale of 1-5.*

On-schedule = 90%

On-Budget = 95%

Sustainability Performance:

*LEED-EB Platinum in
Operations*

*Cal-Green Tier II in
Construction.*

system. Other CSU campuses contact us regularly to learn about the system and implement it in other campuses.

- *Successfully absorbed massive work-load increase.* Despite ongoing staff shortages, OPC has absorbed a massive increase in work-load across all areas. As the enrollment has grown, and new facilities have come on-line, OPC's work-load has increased. The Work Order load increased by 8% and maintenance projects increased by 33%. See the Key Dashboard Indicators on page 6. We were successful by re-aligning units, re-evaluating how we provide our services, by recruiting temporary forces and judiciously using over-time hours.
- *Fund augmentation and synergies.* We lobbied and received fund augmentation from the Chancellor's Office for the Entrance Road project. We have found synergies between capital projects, operations, parking and recreation departments and have leveraged available funds to meet critical facilities needs for the campus.
- *Master Planning.* We led a facilities master planning update program. The entire campus was involved in the process. We now have an updated master plan that will help us develop the facilities needed as the campus grows.
- *Improved Customer Service and OPC Communications with Campus Community.* We made "excellence in customer service" our top priority and the Campus is satisfied with our performance. We scored more than 4 (out of 5) in all areas of service. We have added several new communication tools to keep the campus notified about construction activities. We have received a number of accolades from the campus community regarding our performance.
- *Improved Internal Processes and SOPs.* We have completed the strategic initiatives established in early 2011. We have reviewed several internal processes in all Units and have optimized the processes so that we can provide service more efficiently. OPC is now delivering more services even though the administrative staff has been reduced from 8 to 5.
- *Successful Completion of Facilities Audit.* One of the most important accomplishments was the successful completion of a Facilities Audit by the Chancellor's Office, a grueling audit over four weeks of Operations-related SOPs, management reporting and compliance with State rules and regulations. We consider the conclusion as "high praise" from an auditor.
- *Campus Building and Landscaping Refreshment Program.* To support the campus during the tenth year anniversary celebrations, a major building exterior and landscaping refreshment program was launched. The program has been very well-received by the campus community.
- *High-Ranking Sustainability Performance.* CI ranks 4th in the nation in AASHE STARS Building Operations category. We have continued to make the built habitat more energy efficient, use less water and recycle more.
- *Pioneered Utility Tracking System in CSU.* OPC's Utility Tracking Database is an on-line system which was launched this FY. The system provides utility usage data on-line and has cut reporting time to Chancellor's Office to seconds from days it used to take before. Off-the-shelf products, which do not meet all of the reporting requirements, cost 5-6 times more. Other CSU campuses are now following our lead and are planning to install the database.

1.2 Strategic Initiatives for FY 2012-13

OPC has updated its ongoing Strategic Initiative Plan for FY 2012-13. In our effort to continuously improve our performance, we have launched a number of new strategic initiatives. The Strategic Initiative Plan is attached. A summary is presented below:

- *Strategic Space & Budget Planning.* We will engage with the campus and develop plans for new spaces needed in the intermediate term. We will also develop operating and capital budget forecasts for the next 3 to 5 years.
- *Optimize internal processes.* We are reviewing internal processes in all areas. The goal is to reduce resource requirements and eliminate superfluous paperwork and controls. We will apply LEAN principles and continue to optimize the processes.
- *Develop Key Performance Indicators (KPIs).* We are developing KPIs to measure performance of individual units of OPC.
- *Optimize work delivery methods.* We are reviewing maintenance, custodial and landscaping work-loads and will attempt to optimize the dwindling resources to deliver the critical services.
- *Customer Service.* We will conduct the next customer service survey in the Fall and continue to improve our service to the campus.
- *Sustainability performance.* We will continue with the sustainability initiatives and improve the performance in the built habitat.

1.3 Our Challenges

Our biggest challenge is due to the continuing budget shortfall, which has resulted in inadequate staffing and resources. On the other hand, CI continues to grow, and the campus's expectations regarding the quality of the facilities remain high.

In 2012-13, North Hall is being opened and the maintained square footage will grow by more than 10%. The enrollment will grow by more than 10% FTE. Acreage to be maintained has doubled with opening of the new Entrance Road. New permit requirements for restoration of riparian habitat has a large manpower need. This growth will lead to additional demands on OPC's resources in all areas of service. While support positions needed to serve North Hall have been funded from the General Fund, there was no funding available for staff needed for maintaining North Campus and for additional consumable supplies needed to service added space. Ongoing shortfalls in staff requirements continue to exist and will only exacerbate the problem with the increase in enrollment.

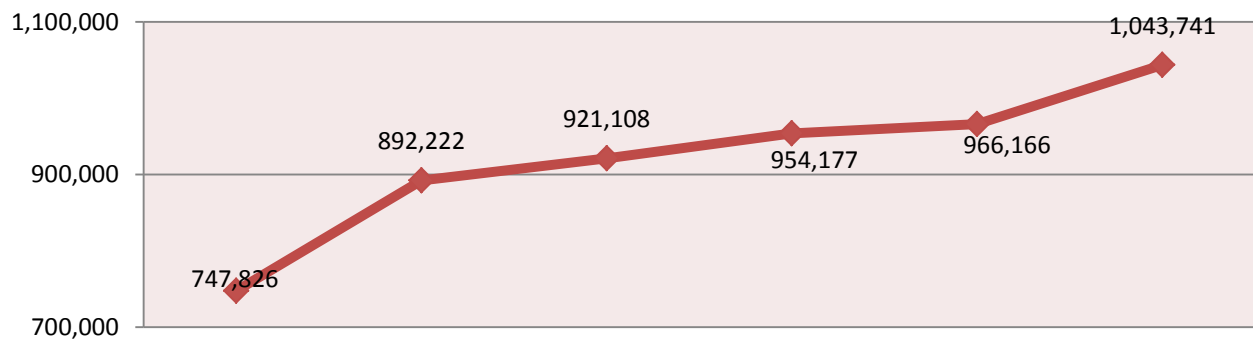
Our challenge stems from the fact that "excellence in service" and "continuous improvement" are two of our core values. We are, however, restrained by the lack of adequate resources. Instead of aspiring to fulfill our core values and meet measurable quality standards, we are often relegated to deciding where the next "band-aid" will have to be applied, or where we will have to cut service.

The critical resource shortages must be addressed so that we can continue to provide the minimally acceptable level of service. To fund critical staff positions during FY 12-13, OPC has had to assume a much higher level of revenue from charge-back projects than what had been traditionally budgeted. A direct consequence of this budget strategy will be to suspend critical infrastructure and building repairs, adding to the deferred maintenance back-log (see Tables 1 and 2 in Section 3). Traditionally, the Campus has not funded deferred maintenance projects in a systematic manner. No funds were set aside for deferred maintenance. Funds from the State are no longer available, and several critical projects are on hold.

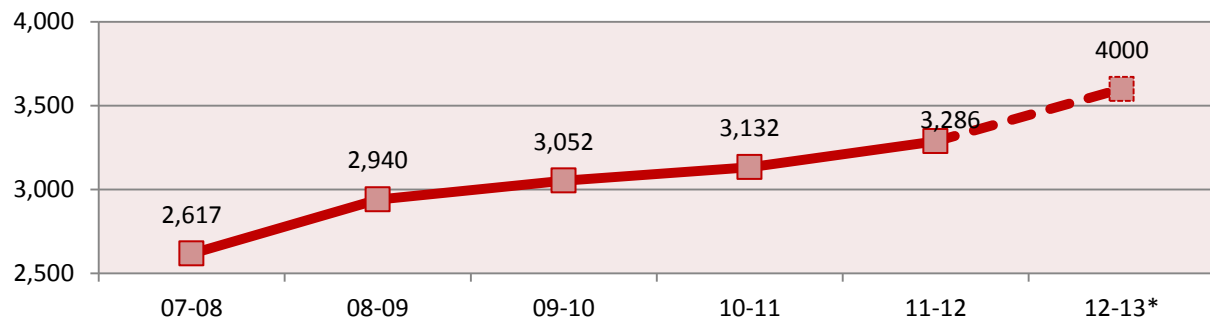
Growing the enrollment and attracting high-quality faculty and staff is a campus-wide initiative. Prospective students, faculty and staff will want to come to a campus where facilities are well-cared for. OPC is highly motivated to support the campus initiative, but is often hampered by the lack of funds. We are, though optimistic, as the President and the Cabinet have shown their support towards OPC. We are enthused by the fresh perspective adopted by the VP F&A towards the quality of the facilities, and her efforts to find adequate funding for critical resources. We look forward to working with the VP towards developing plans to fund and meet the critical needs of our facilities.

Dashboard Indicators

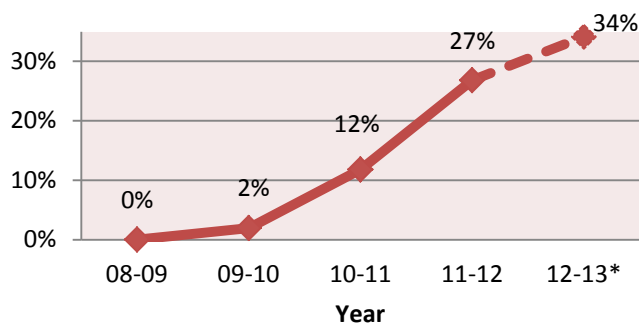
Growth of Campus Facilities Square Footage



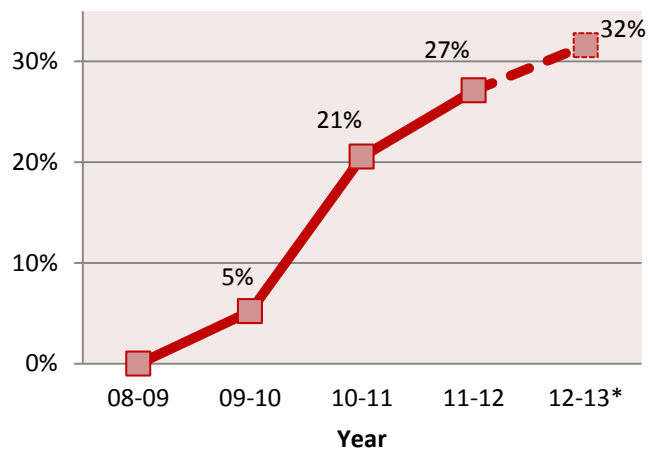
Growth in Enrollment



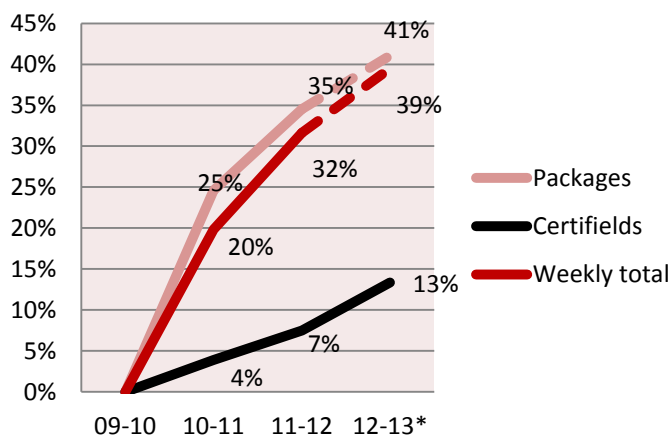
Increase in Number of Work Orders



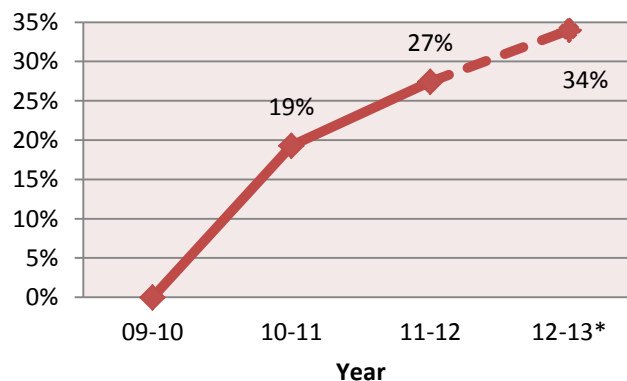
Increase in Number of Events



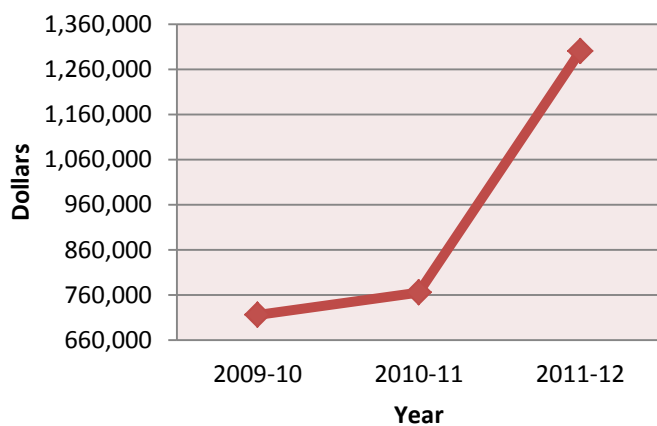
Increase In Deliveries



Increase In Request for Goods and Services



In-house Construction Revenues



2 2011-12 ACCOMPLISHMENTS, INITIATIVES IN PROGRESS AND CHALLENGES

FY 2011 – 12 has proven to be a successful, yet challenging, year for OPC. As shown in the Dashboard, OPC's work-load has increased dramatically. As FTE has grown by more than 10% in the last FY, the demand on our resources have grown also. In addition to the "normal" increase in work-load, we embarked on several new strategic initiatives to improve our performance and improve the delivery of our service. In this section, we present summaries of OPC's accomplishments, strategic initiatives in progress and ongoing challenges.

2.1 OPC's Best Asset – Our People

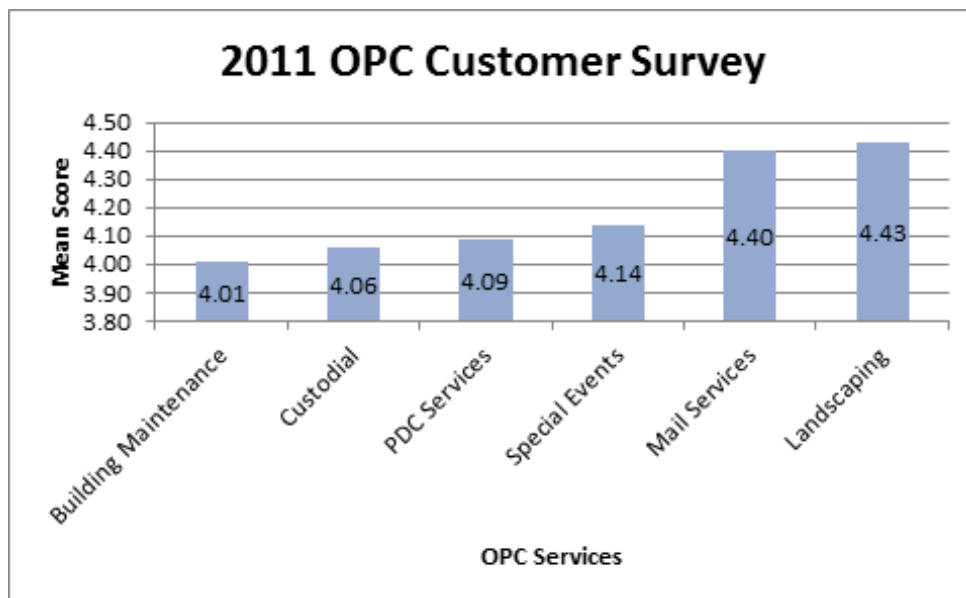
Our best asset is our people, the OPC Team. OPC staff is dedicated, takes on new challenges and initiatives, and are always engaged in finding ways to improve our service. The OPC staff cares genuinely for our students and our facilities. The Campus has acknowledged OPC's contributions by giving OPC high performance scores. The F&A Division has acknowledged OPC's dedication by awarding several S-TEEM awards. Winners in FY 2011-12 were: Jason Hughes, Grounds (Excellence), Wes Cooper, Operations (Innovation), Elizabeth Silva, Work Center (Teamwork) and Demetrio Gutierrez, Luz Tapia, Rosalina Sarreal and Emmanuel Hernandez, Night Custodians (Teamwork). Dave Chakraborty received the Excellence in Service Award from Division of Student Affairs.

2.2 OPC-Wide Accomplishment: Improvement in Customer Service

We understand that our Department exists to provide support the mission of the University – to learn and teach. Our mission is to create and maintain the facilities such that the mission of the University is never interrupted.

Customer Service is one of our core values, and our goal is to obtain scores greater than 4 in a scale of 1 to 5. Overall scores from Fall 2011 survey are shown below – we scored above 4 in all categories. The entire survey results and survey comments are available on OPC's website.

One of our major accomplishments this year has been to win a change in perception of the Campus community about OPC's commitment to customer service. OPC has won accolades from the Vice Presidents and their senior managers. They have commented repeatedly about our responsiveness, the change in how we deliver service, and have compared us very favorably against their previous institutions' facilities departments.



We did not score above 4 in all of the sub-categories. Table 3 lists the sub-category scores, and includes comments on the actions we are taking to improve our performance.

2.3 Planning, Design & Construction

PDC is responsible for managing planning, design and construction of new buildings and major renovations, and code compliance for all areas, including University Glen. John Gormley manages this area, and is assisted by Alan Paul and James Walsh.

2.3.1 Major Accomplishments in FY 2011-12

PDC has successfully completed, or on schedule to complete, 16 major projects in this fiscal year. These include:

- *University Drive:* The new Entrance Road has been completed successfully.
- *Solano Hall Second Floor:* Solano Hall Second Floor renovation project was completed successfully. Chilled beams, a new HVAC technology, were installed in Solano Hall as a demonstration project. Chilled beams are very energy efficient and helps reduce the campus's carbon foot-print. As chilled beams have proven to be a success in Solano Hall, we are adopting this technology in West Hall. Another major accomplishment was to find synergies to fund the renovation.
- *El Dorado Hall renovation:* El Dorado Hall was renovated for university grant-funded spaces.

- *North Hall:* PDC is completing the construction of the building. The project is on schedule to open before Fall. PDC also oversaw the completion of the design drawings for the North Hall Third Floor Redesign and has managed successfully the construction contract to handle the change in scope.
- *Campus Backup Power project:* PDC is preparing for the completion of the electrical back-up power supply for the campus.
- *North Parking Lot:* PDC designed a new 500-space parking lot and construction is in progress. A major accomplishment has been to find synergies that have minimized funding contributions from campus sources.
- *Recreation Field Design:* Design of recreational fields has been completed.
- *Central Mall Landscaping Design:* The landscaping designs for the Central Mall and Lot A-9 have been completed.
- *West Hall (Science Building) Design:* The design for a new earth sciences building is in progress. PDC has successfully negotiated with Chancellor's Office and Dept. of Finance regarding approval of change in scope for the West Hall project. PDC has worked very closely with the Architect and CM@Risk and has developed a plan to compress the design schedule so that construction bond sale milestone can be met.
- *Santa Rosa Housing Project:* PDC completed a Feasibility Study and financial proforma for the third phase of housing (Santa Rosa Village) and has obtained preliminary approvals from the Chancellor's Office. The design phase is in progress.
- *Transition Plan Update per ADA requirements:* PDC completed a comprehensive analysis of the existing condition of the facilities as it relates to ADA requirements. A new Campus Transition Plan for ADA issues has been created.
- *66KV Electric Lines Underground Conversion:* A major accomplishment was to receive approval from the Chancellor's Office fund the undergrounding of the 66kV electrical power lines in the North Campus.
- *Campus Master Plan:* PDC led the campus-wide effort and has completed the draft report on the Campus Master Plan update.
- *One-way Traffic Conversion:* The concept design for revising the routing of Camarillo and Ventura Streets to one-way was completed.
- *Infrastructure Project Claims Resolution:* The pending claims against the University were resolved successfully in the University's favor. Including the flood issue, the claim amount was approx. \$2.2M; the contractor settled for \$700K, which is a very fair settlement amount.
- *Various Easements:* A number of easement issues, going back to the hospital era, have been resolved with local utilities and County.

2.3.2 PDC Strategic Initiatives for FY 2012-13

There are 21 major projects in various stages of planning, design or construction. Given the budget status, the Campus will have to prioritize these projects. Please see Section 3 for a discussion on space and planning needs.

To meet OPC's core value of continuously improving our services, PDC will engage in the following strategic initiatives:

- *Strategic Planning.* Participation in OPC's Strategic Planning effort to streamline work processes and continuous effort on "de-siloization" of the department;
- *Update SOPs.* Development of a capital project procedure guide and review of PDC SOPs;
- *Construction Waste Management Practice.* Development of a comprehensive construction waste management practice to comply with sustainability goals;
- *Utility As-Built Mapping.* On-going effort to complete the campus-wide utility mapping to serve the campus' Business Continuity Plan;
- *Data Archiving.* On-going effort to document the location of all easements on campus;
- *Design Standards.* Update campus design standards to reflect current design practices, comply with sustainability goals and comply with recent changes in the Building Code. The updated Design Standards will be implemented in both West Hall and Santa Rosa Projects.
- *Way-Finding Master Plan.* Develop interior and exterior way-finding master plan.

2.3.3 PDC's Challenges in FY 2012-13

The biggest challenge PDC will face is the lack of professional resources to manage projects. Depending on the number of projects the Campus wants to pursue next year, PDC may need to recruit Architects and Project Managers, at least on a temporary basis.

2.4 Operations

Unit 330 is comprised of various operations shops (carpenter, auto, mason, electrical, engineers, plumbing, lock, paint) and work control center. This unit is responsible for repairs, minor renovations (less than \$600K) and preventive maintenance. Unit 330 serves all campus buildings, including Housing and Student Union, and also maintains the vacant buildings. The Director of Operations position is vacant because of a recent retirement. Wes Cooper is in charge of the Operations Unit and Tim Berndtson manages the Work Control group.

The Operations Unit had a very successful year. The Unit completed more than 6,500 work orders and 63 cost recoveries and deferred maintenance projects, worth approximately \$1.6M. The number of work orders processed has jumped by 8% from last year. In addition, cost recovery project work

has jumped by 33% (in terms of project budget). The Unit has handled a massive increase in workload in a professional manner by judicious use of temporary labor force and over-time work.

2.4.1 Major Accomplishments in FY 2011-12

One of the most important accomplishments was the successful completion of a Facilities Audit by the Chancellor's Office. OPC went through a grueling audit over four weeks of Operations-related SOPs, management reporting and compliance with State rules and regulations. The Auditor concluded that "... *our study and evaluation did not reveal any significant internal control problems or weaknesses ...*", and "... *the operational and administrative controls for facilities management activities ... were sufficient ...*". We consider this conclusion as "high praise" from an auditor. The kudos goes to Operations management, the Shops, Work Control and Accounts / Budgeting Units for their diligence and proactive response to potential problem areas.

Other major accomplishments achieved by the Unit are presented below:

- *Launched Campus Building Refreshment Program.* To support the campus during the tenth year anniversary celebrations, a major building refreshment program was launched. The older buildings looked aged and uncared for because of spalling concrete, peeling paint, broken glass panes, cacti growing between tiles, etc. The concrete walls and windows are being repaired and painted, roofs cleaned and broken tiles replaced, giving the campus a fresh, new look. Special attention was given to South Quad, where Commencement is held. All hydrants, valves, exterior light posts, etc., have also been painted. The program has been very well-received by the campus community. We intend to continue the program in to the next year.
- *Equipment and Tool Refresh Program.* Several vehicles and major tools beyond their life expectancies were replaced. We have established a vehicle and major equipment inventory so as to be able to predict replacement costs for the equipment and tools.
- *Major overhaul of Preventive Maintenance Program.* The preventive maintenance program underwent a thorough review and upgrade this year. PM programs where none existed or were scanty have been established (e.g., roof PMs and electrical PMs). Other PM programs were upgraded as needed. We are now going through a PM prioritization process based on manufacturers' recommendations, best practices and OSHA requirements.
- *Fire Alarm System Upgrade.* CI has a fully networked, sophisticated fire alarm system. This year, we completed the entire network and all buildings have been tied to a central dispatch system. The dispatching system was upgraded. The Police Dispatch now can pin-point the location of an alarm at the room level. Redundancy was built in – if the Police Dispatch system is disrupted for any reason, the system can be monitored from a second location. The system now allows for quicker response and makes the campus safer.
- *Basement Alarm Systems.* The building basements in our campus house critical and expensive equipment serving the buildings. The basements are prone to flooding from water leaks because of the old infrastructure. Floods cause significant and expensive damages and may cause buildings to be shut-down. We are installing an alarm system to notify OPC before the

flooding can damage the equipment. The Engineer Shop developed an innovative solution and is using the Energy Management System to send alarms. The system has already been used once when an alarm call was made in one of the basements. OPC personnel responded quickly and saved the Campus tens of thousands of dollars.

- *Electronic Key/Code Request Application:* Recognizing the need to streamline the key and code ordering process, we have developed a web-based ordering system. The approval process is also electronic. This new module makes the entire process very efficient for the requesting Departments and also OPC.
- *Centralized Access Key Boxes for Each Building:* We have installed sophisticated key storage boxes in each building. The boxes eliminate the need for Police, OPC, A-IT and Department staff to carry master key sets, and eliminate the potential of losing master key sets and subsequent expensive re-keying. The boxes have auditing features and allow tracking of the keys.
- *Major ADA Upgrades completed.* We have completed several projects to improve ADA access throughout the Campus. These include trip hazard repairs, building ADA ramps, and installing ADA push buttons in widely-used buildings.
- *CERT participation.* Several OPC personnel are participating in the Community Emergency Response Team (CERT), a community volunteer organization. The Team is trained to respond to regional emergencies and is well-positioned to respond to emergencies on the campus.
- *Safety Training and Documentation.* OPC underwent an internal assessment by EH&S group and performed satisfactory. We were in compliance with laws and regulations no structural, problematic deficiencies were found. OSHA and County inspections were very successful also. We are continuing our reviews of OPC's training and assessment programs and will continue to make the work-place safe for our team members.
- *Relationship with represented units:* We continue to have an open, mutually trusting and collaborative relationship with the represented units.

2.4.2 Operations Strategic Initiatives for FY 2012-13

To continue to improve services, Operations will engage in several strategic initiatives. These include:

- *Upgrade infrastructure:* Upgrade old infrastructure in buildings throughout the campus to improve service reliability.
- *Test Business Continuity Plans:* OPC has developed a robust Emergency and BCP Support Plan. The Plans will be tested by holding mock events and upgraded as necessary.
- *Review and improve event support.* OPC plans to improve our setup schedule and follow-up.
- *Review and improve safety training for our staff.* Our training program complies with OSHA requirements and a training tracking system is in place. Our focus will be to improve the quality of the materials presented and make the training exciting.

2.4.3 Operations Challenges in FY 2012-13

The biggest challenge comes from budget shortfall, which leads to inadequate staffing and resources to keep the facilities well-maintained.

2.5 Custodial Services

Unit 340 is responsible for custodial services. This Unit is also responsible for setting up events. The Unit is directed by Raudel Banuelos. Gilbert Soliz is the Manager of Custodial Services.

2.5.1 Major Accomplishments for Custodial Services

The most significant accomplishment of the Custodial Unit is that they have been able to handle the work-load remarkably well, even though the unit is severely under-staffed.

The Campus perceives custodial service to be the most important service OPC provides. In the 2010-11 OPC Customer Service Survey, we received commendable scores (above 4) for custodial services in three areas (hallways, restrooms and outside trash pickup). The score for classroom is acceptable. We received low scores and negative comments in the areas of office/work-space cleanup and glass windows cleanup. We are not surprised by these low scores and a plethora of comments and complaints. OPC custodians focus on cleaning hallways, restrooms and classrooms. Service in the offices is limited. Glass windows are never cleaned, either from inside or outside. Patios, stairways, etc., are serviced once a year at best, and cobwebs, bird-droppings can be seen throughout the campus.

The problem is that inadequate numbers of custodians are serving the Campus. Our custodians service approximately 42,000 square feet of space per custodian – *which is one of the highest ratio in the CSU system*. The CSU average is 33,000 square feet. With the opening of North Hall, we were funded to add 4 custodians. Next Fall, the custodian ratio will drop to 38,000 gsf per custodian. This is a significant improvement for the custodian work-load. To reach CSU averages, 3 additional custodians are needed.

2.5.2 Custodial Service Strategic Initiatives in Progress

The Custodial Team is working on the following strategic initiatives:

- *Clean exterior areas:* With the addition of new custodians, we will begin cleaning exterior windows, patios and other exterior common spaces.
- *Develop Operational Efficiency and QA Program:* We are installing a software ("Breeze") to prepare operational efficiency plans and developing a robust Quality Assurance program. We expect to gain efficiencies and provide better quality service once the software is installed.
- *Training for Custodians:* We are preparing a program to provide on-going training for our custodial staff on cleaning methods, floor-care, handling emergency spills and other topics.

- *Increase recycling rate:* OPC has set a target of 60% recycling rate by the end of FY 2012-13. We are installing 30 new recycling containers, and will launch a Recycling Awareness program this Fall.
- *Develop a "Green Cleaning" Program:* OPC uses "green-seal" certified products. We are developing a written "green" cleaning policy.

2.6 Landscaping Services

Unit 340 is responsible for landscape maintenance. The Unit is directed by Raudel Banuelos.

2.6.1 Major Accomplishments for Landscaping Services

The main campus acreage is 125 acres. With the opening of the new Entrance Road, the acreage under management has doubled.

How the landscaping and the grounds look is very important to the President and the Cabinet. The President and the Campus expresses pride in showing off the Campus to the prospective students and visitors.

This year, we initiated several new projects:

- *Launched Landscaping Program.* To support the campus during the tenth year anniversary celebrations, a major landscaping program was launched. New landscaping was planted along Santa Barbara, in front of Sage Hall and along Camarillo Street. The program has been very well-received by the campus community.
- *Introduce "color":* Our landscaping lacks color – we have introduced "color" in strategic locations. The new landscaping in front of Broome Library is an example.
- *Partnering with County Work Furlough Program.* We have successfully negotiated with the County to receive volunteer service from the County Work Furlough program. The participants provide general cleanup services, freeing up staff to focus on maintenance and new projects.

2.6.2 Landscaping Strategic Initiatives in Progress

We have launched and are continuing to work on several new initiatives:

- *Restore and maintain riparian habitat:* The Long Grade Creek riparian habitat was established as part of the Entrance Road project. To comply with permit requirements, the habitat must be maintained following strict criteria.
- *Central Mall landscaping project:* Complete the Central Mall and Lot A-9 landscaping with in-house staff.

- *Upgrade landscaping in selected areas:* We have plans to improve the landscaping in North Quad, East Broome Slope, entry gate to the campus and develop at least three new courtyards.
- *Create a tree map and develop a tree maintenance program.* We are creating a species and location map for all trees. A maintenance program will be developed to ensure health of the trees are maintained and prolonged.

2.6.3 Landscaping Challenges in FY 2012-13

The biggest challenge facing the Landscaping Unit is the lack of manpower. We are evaluating the manpower needs for restoration and maintenance of the riparian habitat. Several man-days per week will be needed to maintain the habitat. We are also taking over the responsibility for maintaining the newly planted landscaping along the new entrance road. Several man-days per week will be needed to maintain the new landscaping.

The added work-load will require at least 3 new positions and several temporary positions. In FY 2012-13, 0.5 new groundskeeper positions were funded. We are evaluating the resource needs and may have to reduce the level of care in the main campus. While we want to maintain the high standards of care, we may be forced to allow certain areas to be neglected, and postpone the strategic initiatives.

2.7 Unit 370 – Shipping & Receiving Services

Unit 370 is responsible for maintaining a warehouse to support other OPC units, deliver mail and packages and to move offices as necessary. Tim Berndtston manages this unit.

2.7.1 Major Accomplishments for Maintenance Stores, Mail and Move Services

The most significant accomplishment of this Unit was to handle the increase in work-load. For example, the number of deliveries increased by 12% over the last year. The number of Work Orders increased by 8%, deferred maintenance and cost recovery project budgets have increased by 33%. Associated purchasing needs for Maintenance Stores have also increased.

- *Plan and implement office moves related to North Hall occupancy.* Approximately 150 individual office moves were planned, including the President Office moves. This is the largest move activity this campus has experienced.
- *Handle increases in number of special deliveries, mail and packages.* The number of packages delivered crossed the 10,000 mark this year. We have kept up twice-a-day delivery schedule by optimizing delivery routes and engaging student assistants to help with the deliveries.
- *Re-organizing Maintenance Stores:* The Stores was reorganized to make deliveries efficient and help reduce inventory.

2.7.2 Strategic Initiatives in Progress

The following strategic initiatives are in progress in Maintenance Stores:

- *Inventory control.* We will review the inventory practices and optimize inventory to reduce the shelf life of purchased products.
- *Optimize ordering and delivery process:* We will use WebWorks system better to optimize ordering and delivery systems. We have begun using electronic tablets to help with the delivery of the parts to the Shops.

2.8 Work Control Services

Work Control is the hub of OPC's services and this unit is the first stop for the campus community. Work Control unit is managed by Tim Berndtson.

2.8.1 Major Accomplishments for Work Control Services

The most significant accomplishments are:

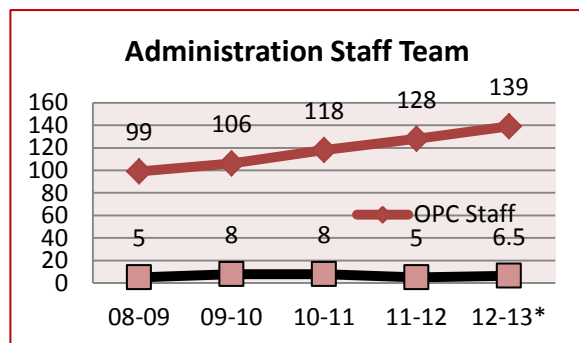
- *Keep improving customer service* - Work Control Center is the first point of contact and this Unit sets the tone for the entire OPC. We have improved our responses to the campus community significantly, as evidenced by the customer survey scores.
- *Improve Web Works CMMS system* – Several custom upgrades were completed which allows for better delivery of service.
- *Optimize work-order system.* We have begun the process of optimizing the work order system. We have started developing SOPs. This year, the Departments are entering job requests directly into the CMMS system, eliminating the need for the Work Center to enter the data. We are applying LEAN principles to identify other areas of optimization.

2.8.2 Strategic Initiatives in Progress

- *2012 Customer Service Survey.* We will conduct the next survey in Fall 2012.
- *Optimize Work Order Process.* We are reviewing the entire Work Order process and are applying LEAN principles to optimize the process.
- *Improve OPC Website:* OPC website needs a major overhaul. Content is outdated and information is missing. We will engage in upgrading the OPC website in conjunction with the upgrade plans for Division website.

2.9 Administrative Services

The Administrative Service Unit provides budget management, accounting, payroll and human resources support functions for entire OPC. Terrie Cilley is responsible for this Unit.



The most significant accomplishment for this Unit has been the dramatic increase in its productivity. Since early 2011, the number of staff in this area has decreased from 8 to 5. In the meantime, the number of employees (including temporary workers) has gone up by 15%, and the requests for goods and services (and associated POs, invoice processing, capital projects accounting demands) have increased by 8%. In addition, OPC has begun a staff training program. This Unit has handled its work-load very efficiently, and has

met all deadlines and reporting requirements. The gains in productivity have been achieved by re-evaluating work processes, restructuring staff responsibilities, cross-training to gain maximum efficiencies. In FY 2012-13, we anticipate the work-load to increase again. To handle the increase in the work-load, we will add staff to this Unit.

2.9.1 Major Accomplishments for Administrative Services

Administrative Services have achieved several major accomplishments this FY:

- *Sustain employee rewards and incentive program.* To sustain employee camaraderie, we host BBQs for the department staff. We have launched an OPC Newsletter. We have also launched an "Employee of the Month" program called REAL to acknowledge exemplary service.
- *Training program.* We are actively engaged in providing training to our staff, both in technical skills area and in management area. This year, the President has made staff training programs a priority for all Divisions. We partnered with IT and introduced computers to several of our custodians. Effective Management skill training has been provided to all managers.
- *Utility tracking system.* We developed a web-based Utility Usage Tracking database (UTS). This system tracks all utility usage, generates billing reports for the auxiliaries and for the Chancellor's Office. The UTS has reduced utility accounting hours significantly. The UTS is also used for sustainability performance tracking.
- *Award for Effective Use of ProLog Construction Management System:* We have been selected by Constructech Magazine to win an award for exemplary and effective use of ProLog. ProLog is a project management software used to manage project budget and documentation. More than 5 years ago, CI adopted the use of ProLog and was the first among all CSU campuses to do so. Since then several other campuses have adopted ProLog. We have established robust SOPs for design and construction control. Within the last five years, three major capital

projects have been audited. All of the audits ended very successfully with only two or three minor comments.

- *Budget Tracking at Shop Level:* We have initiated a comprehensive program to track expenditures and materials at shop levels. The Shop Leads are now held accountable for the expenses and for meeting budget targets. We have also started programs to reconcile fuel use each month.
- *Cross-Training of all administrative staff:* To make the delivery administrative service more efficient, we have restructured the duties of the staff. Instead of dedicating administrative staff personnel to each unit, each administrative staff has specific responsibilities and provides service to all units. This change has made us more efficient and productive.

2.9.2 Strategic Initiatives in Progress

The Administrative Services Unit is engaged in several initiatives to improve OPC's performance. These include:

- *Develop 2015-16 Budget Scenario:* We will prepare forward-looking plan for OPC's staffing, budget and space needs so that OPC is ready to serve the Campus in 2015 -16 when West Hall and Santa Rosa Housing opens.
- *Establish SOPs:* To ease accounting and budgeting processes, SOPs are being developed and staff being trained. We will employ LEAN principles to optimize processes.
- *Optimize HR processes:* Partnering with HR Department, we will evaluate all HR processes for OPC and optimize the paperwork and approval processes.
- *Develop a Staff Training Program:* To ensure that appropriate training is provided to our staff, a formal staff training program is being developed and implemented.
- *Key Performance Indicators.* OPC lacks Key Performance Indicators to measure performance of its units. Developing KPIs are a department-wide initiative. We intend to select major indicators and develop the KPIs to measure our effectiveness.

2.10 Sustainability Initiatives

Sustainability is a core value for OPC. All Units are engaged in improving CI's sustainability performance in CI's built habitat. We have made spectacular progress. In the AASHE STARS program, CI ranks 4th in the nation in the Building Operations and Maintenance Category. Our "wins" include:

- *Electricity Conservation:* Reduced electricity consumption by more than 29% over the last 3 years on KWH/GSF basis.
- *Water Conservation:* Over 97% of campus now irrigated with reclaimed water. More than 99% urinals are waterless urinals. Saved potable water consumption by 28% over the last 3 years.

- *Native Vegetation:* Changing the landscaping to drought-tolerant, California-native plants.
- *Recycling Rate:* The Campus recycling rate is 50%.

2.10.1 Major Accomplishments in Sustainability Performance

We have completed several sustainability related projects and activities during the current year. These include:

- *LEED Platinum / Cal-Green Tier II Level Design of New Buildings:* We have established sustainability design standards at or above LEED Platinum / Cal-Green Tier II levels and have challenged the design teams for West Hall and Santa Rosa Housing to meet these standards.
- *Lighting Upgrade Projects:* We have continued to improve energy efficiency by completing several lighting upgrade projects in several buildings, including Broome Library, Napa Hall. We completed a demonstration project to control lighting using wireless controls. This technology will help upgrading lighting controls in existing buildings at a much lower cost. We have retrofitted old Sternberg street light poles at a very low cost per pole – our Electric Shop devised the retrofits such that we are saving more than \$3000 per pole. Aliso Plaza and parking lot lighting were also retrofitted.
- *Mechanical Systems Upgrade Projects:* Modifications to the central plant operations have yielded energy savings. Domestic water heaters are being networked to the heating hot water loop – saving electricity and natural gas usage.
- *Recycling Awareness:* We launched a recycling awareness program and have provided additional recycling bins in hallways of the buildings and exterior areas.
- *Waste Audit:* We have completed the first-ever waste audit in CI. The data provides insight into the areas where recycling efforts should be focused.
- *Solar Cart:* One of the electrical carts was converted to use solar power. This project funded by a grant from the Chancellor's Office.
- *Complete inventory of all domestic water fixtures:* We have completed an inventory of all fixtures throughout the campus. The next step would be to develop a plan to replace high - consumption fixtures.
- *Demonstration project – low water use fixture.* Partnering with Housing, we have tested a ultra-low water use toilet and shower head. These fixtures cut down water usage by 25-30%.
- *Drinking Water Bottle Filling Station* – Partnering with Student Union, the first water bottle filling station was installed. The filling station is very popular and we intend to install filling stations in major buildings.
- *Environmental Literacy:* Launched Energy Usage Dashboard and developed Utility Tracking Software.

- *Training:* Several key managers are participating in sustainability-related training and are on track to receive LEED certification.

2.10.2 Sustainability Initiatives in Progress

We focus on measures that OPC can control, significantly reduce GHG emissions and reduce life-cycle operating costs. We are pursuing the following strategic initiatives:

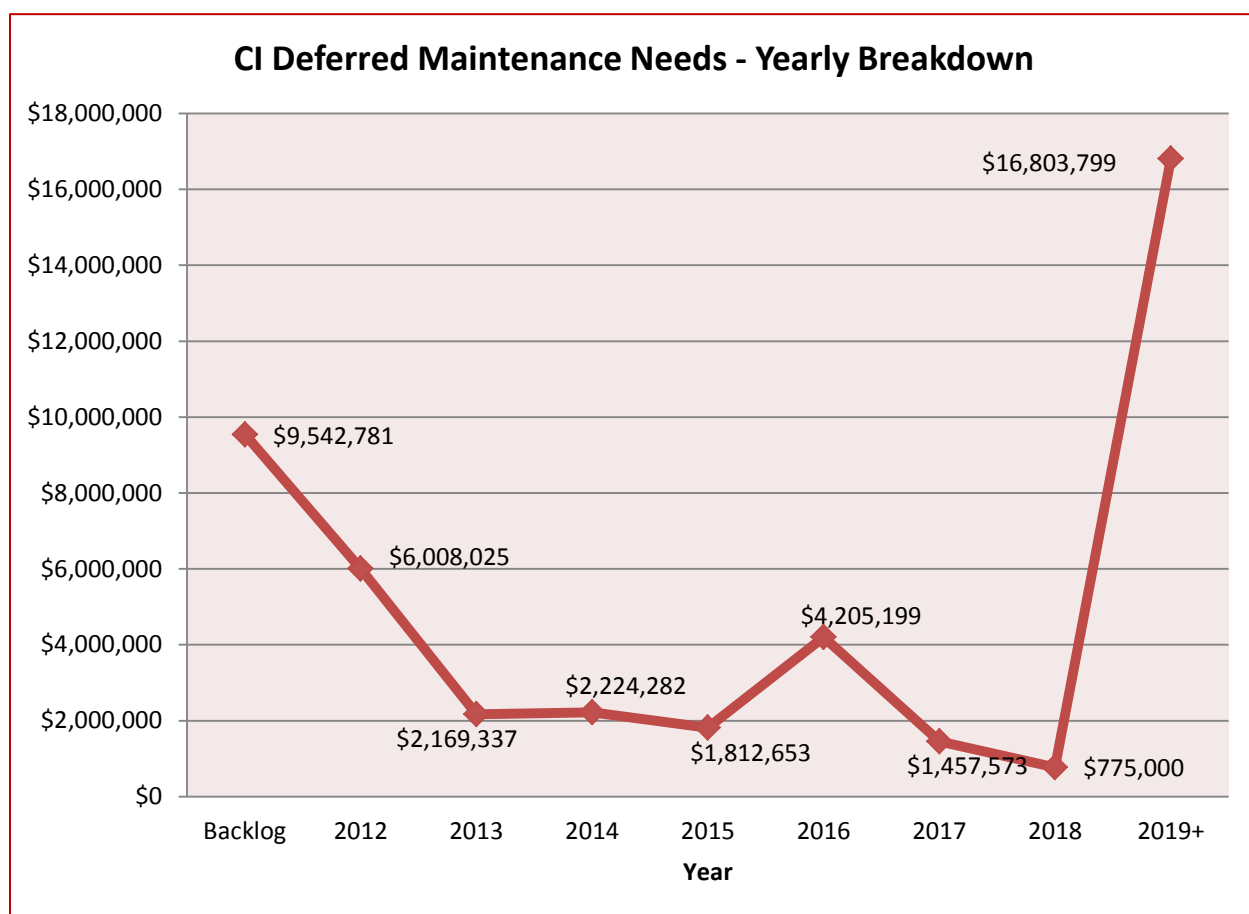
- *Strategic Energy Management Planning* – We already have picked up the “low-hanging fruits”. We are completing a strategic energy management planning process. The target is to reduce consumption by 15% by June 2015 based on June 2011 baseline. The challenge will be to find the funds needed to implement the energy conservation projects.
- *Recycling Awareness* – Our current recycle rate is 50% and our target is to increase recycling to 60% by 2012-13. We have formed a group to increase awareness and promote recycling in different areas like Housing and Dining.
- *Transportation Management* – This group will study options to reduce car-trips to the Campus, both in the short-term and in the long-term.
- *Building Design, Construction and Operations Standards* – We are evaluating the current design and construction standards to ensure compliance with LEED Platinum / Cal-Green Tier II standards. We are also evaluating the Operations standards to comply with LEED-EBOM Platinum standards.

3 CAPITAL DEVELOPMENT INITIATIVES

In this section, we have presented the deferred maintenance and new space needs and identified planning functions needed to prepare the campus for the intermediate term.

3.1 CI Deferred Maintenance Needs

OPC maintains a database of capital renewal and maintenance projects for all of the buildings and exterior spaces. Typically, the State funds the capital renewal and maintenance projects of value exceeding \$100,000. For the last 4 years, no funds were available from the State. Given the current budget scenario, funds are not expected until 2016 at the earliest. The current back-log stands at \$9.5M, and will grow to \$22M approximately by end of FY 2015-2016 (excluding Housing and other auxiliaries).

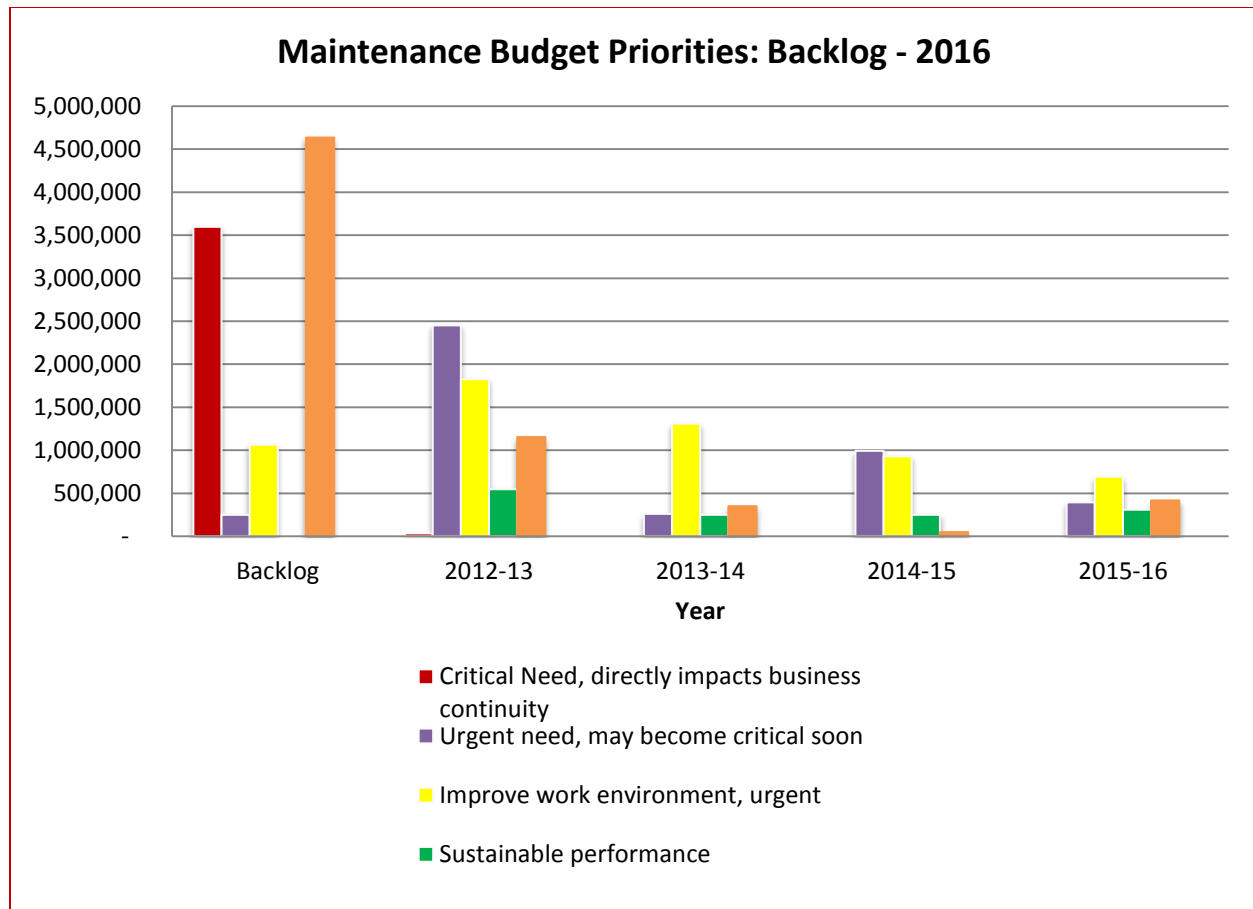


The current back-log of \$9.5M includes several critical repair projects and also general capital renewal projects. For example, replacing the plumbing in Bell Tower is a critical need (\$1.5M+); replacing the windows in Bell Tower is also needed as most windows cannot be closed properly (\$2M+).

We have categorized the maintenance needs according to the following strategic priorities:

- *Critical repairs needed for buildings* – for conditions that are unsafe or there is imminent danger of building closure and repairs driven by code compliance requirements – e.g., plumbing repairs in Bell Tower, HVAC repair in Sage Hall, roof replacements for Sage Hall and Napa Hall, ADA upgrades, repairs in basements, etc.;
- *Urgent needs, may become critical soon* – for conditions that may be deferred for a short period, before the needs become critical – e.g., various infrastructure repairs, building electrical and HVAC upgrades, elevator modernization projects, etc.;
- *Improve work environment, urgent* – for conditions that are discouraging to the students and work-force, hampers productivity and creates an unfavorable “first impression” for prospective students and parents e.g., peeling paints in classrooms and hallways, shabby and torn carpets, pot-holes in roads, etc.
- *Sustainable performance improvement projects* – projects related to reducing energy and water consumption, thereby reducing utility bills and also reduce greenhouse gas emissions;
- *Improve work environment, aesthetic* – includes refresh and repair projects that are not critical or urgent, but are needed for a well-maintained and attractive campus e.g., landscaping projects, windows, paint and carpets.

The following chart shows the maintenance budget needs according to strategic priorities over the next 4 years (FY 2015-16):



We realize that State will not deliver \$26M over the next 4 years to fund CI's deferred maintenance needs identified above. We have identified the top priority needs over the next 4 years in Table 1 below. The total need is approximately \$11.8M. By the end of this FY, the backlog for the top priorities will grow to approximately \$8M if no action is taken to reduce the backlog.

TABLE 1: CRITICAL MAINTENANCE NEEDS - 4 YEAR FORECAST (TO FY 2015-16)						
STRATEGIC PRIORITY	IMPORTANCE	BACKLOG	2012-13	2013-14	2014-15	2015-16
Critical Need, directly impacts business continuity	1	3,596,178	35,000	-	-	-
Urgent need, may become critical soon	2	-	1,950,703	759,091	1,242,783	395,297
Improve work environment, urgent	3	1,062,959	1,182,235	600,122	931,498	-
TOTAL, PER YEAR		4,659,137	3,167,938	1,359,213	2,174,282	395,297
TOTAL NEEDS BACKLOG - FY 2015-16		\$11,755,866				

In Table 2, we have identified the “critical” deferred maintenance projects which are in backlog. These are conditions where failure is imminent, and if not addressed, can cause disruption of business. We have also included code-required maintenance needs. Again, we recognize that the Campus will not be able to fund \$8M of deferred maintenance projects in the current FY. We have proposed a phased approach and have listed the funding needs for the critical projects over the next 4 years.

3.2 New Space Needs

In addition to the back-logged critical deferred maintenance projects, there are several new space needs that have been identified by other Divisions and Departments. These needs have been listed in Table 2, and cost estimates (where available) have been provided. New space needs include:

- Completion of North Hall 3rd Floor classrooms, east-side restrooms and furniture,
- Relocation of F&A Division to Lindero Hall
- Development of recreation fields in the North Fields,
- Relocation of T&C Division to Solano Hall 2nd Floor,
- Development of Grand/Petit Salons into conferencing facilities for the campus,
- Development of areas vacated by T&C and F&A to accommodate other space needs,
- Development of new dining space in conjunction with UGC to accommodate expansion of Housing in 2015,
- Installation of campus entrance kiosk.

3.3 Projects to Improve Work / Study Environment

An unkempt campus is a major irritant and does not support the mission of teaching and learning. Years of lack of maintenance have caused several areas to deteriorate drastically. We launched an exterior refresh program last FY and invested limited amounts of funds in paint and landscaping. The result was a dramatic improvement in the “look” of the campus and has been very well-received. We recommend that the Campus continue to invest limited sums towards interior and exterior refresh projects.

The Campus lacks adequate outdoor and gathering and seating spaces, and the community cannot take advantage of the temperate climate. We propose developing courtyards and the central mall, in association with the Foundation Task Forces.

We have completed the first phase of energy efficiency projects. We have picked off the “low-hanging fruits” and have achieved 30% annual savings in electricity usage. Our next target is to reduce electricity consumption by 15% by 2015. We propose that next phase of the energy efficiency projects be launched, and the Campus invest certain fund each year toward these projects.

Proposed projects are listed in Table 2.

3.4 Planning Studies Needs

There are a number of important planning related studies that must be completed to prepare the Campus for growth over the intermediate term. These studies are listed in Table 2 and include:

- Strategic space planning in conjunction with the Academic Master Plan to identify the next capital project, e.g., Chaparral Hall or Gateway Hall or some other academic building,
- An EIR to formalize the Master Plan update recommendations, and to prepare for construction of auxiliary buildings like an event center, baseball stadium, etc.,
- Health & Wellness Centers studies to accommodate the needs of the growing student population,
- Way-finding master planning and implementation,
- CI Park Master Planning,
- Long-term storm-water management planning to allow for expansion in the West Campus,
- Transportation Demand Management study to reduce commuting trips and parking needs.

TABLE 2: CRITICAL CAPITAL PROJECT NEEDS FOR CSUCI FY 2012-15

BUILDING	PROJECT	DESCRIPTION	WHY NEEDED?	TOTAL, 000	FY 12-13 NEED, 000	FY 13-14 NEED, 000	FY 14-15 NEED, 000	TYP SOURCE OF FUND
CRITICAL REPAIRS NEEDED FOR BUILDINGS								
Napa	Roof repair	Napa roof has failed and needs to be replaced.	Building will start leaking. Unsafe for workers	250		250		Gen Fund
Sage	Roof repair	Sage roof has failed and needs to be replaced.	Building will start leaking. Unsafe for workers	375	375			Gen Fund
Sage	HVAC repair	HVAC system failed twice in last 3 years, \$250K+ spent. Becoming increasingly difficult to find replacement parts.	Building may not be usable because adequate air cannot be delivered per code. Portable HVAC units to be rented.	1300	300	1000		Gen Fund
Bell Tower	Plumbing repair	Plumbing in bad shape. Sewer leaks occur frequently. Whole system must be replaced. Complaints about quality of drinking water.	Major leaks will require restrooms to be closed.	1500	200	650	650	TU - design fee only
Campuswide	Infrastructure repairs in bldgs	Repair gas lines, replace old steam hydronic system, repair road	Gas line leaks are potential hazards. Steam lines pose potential hazards	1688	230	930	278	Gen Fund
CODE-DRIVEN REPAIRS								
Campuswide	ADA Upgrades	1000+ code violations throughout the campus	Fix code violations and show "good-faith" progress. Could become a legal issue.	200	50	50	100	ADA Fund
Campuswide	Hazard repairs	Repair electrical / fire code violations in basements	Potential Fire / OSHA citation. Unsafe conditions for workers.	200	100	100		Gen Fund
NEW SPACE CONSTRUCTION								
North Hall	3rd Floor	Complete 3rd Floor for classrooms and build restrooms for the east side	Classrooms needed to handle FTE growth. Project must be completed before North Hall capital funds expire in June 2013.	850	850			Gen Fund
Fields	Recreation fields	Develop rec fields in the North	Inadquate rec opportunities for students.	300	300			Auxiliary
Lindero	Lindero TI	Consolidate F&A in Lindero	Opens up office spaces in BT and Solano for AA & SA space needs.	2000	100	1000	900	Gen Fund
Solano	Relocate T&C	T&C will move to Solano 2nd Floor	Ojai may have to be developed for additional classrooms / academic support spaces	TBD				Gen Fund
Broome	Relocate T&C	T&C will move to Solano 2nd Floor	Additional academic support spaces	TBD				Gen Fund
Dining	Expand Dining Commons	Develop new dining / kitchen spaces by 2015	Additional kitchen and dining capacity needed before Santa Rosa Housing opens.	TBD				Auxiliary
Grand Salon	ConfCenter	Renovate Grand Salon for conferences	Campus lacks adequate space for large conferences	175	175			Gen Fund
Entrance Rd	Kiosk	Erect kiosk at campus entry	Kiosk needed to assist visitors.	200				Advmnt

TABLE 2: CRITICAL CAPITAL PROJECT NEEDS FOR CSUCI FY 2012-15

BUILDING	PROJECT	DESCRIPTION	WHY NEEDED?	TOTAL, 000	FY 12-13 NEED, 000	FY 13-14 NEED, 000	FY 14-15 NEED, 000	TYP SOURCE OF FUND
IMPROVE WORK/STUDY ENVIRONMENT								
Campuswide	Interior refresh	Change carpets and paint in Sage and BT	Refresh is overdue. Peeling paint in classrooms; carpets in poor condition.	250	100	150		MSFT
Campuswide	Exterior refresh	Continue paint exterior and landscaping program	Buildings look aged and create negative first impressions for prospective students and parents.	100	100			Gen Fund
Courtyards	Landscaping	Develop 3 courtyards in FY 12-13	Campus lacks adequate outdoor gathering and seating spaces.	TBD				Advmnt
Central Mall	Landscaping & fountain	Complete central mall and fountain	The fountain will become a "signature" element for the campus.	TBD				Advmnt
Campuswide	Energy efficiency projects	Launch next phase of energy efficiency projects	First phase of energy efficiency project has reduced electricity consumption by 30%. These projects will reduce consumption by an additional 15%.	2000	250	250	250	Gen Fund
Campuswide	One-way traffic	Convert traffic pattern to 1-way	Increase pedestrian safety, promote biking.	150			150	Auxiliary
Campuswide	Way-finding plan	Develop way-finding plans and implement	Way-finding is confusing both inside and outside the buildings. Develop an user-friendly way-finding program.	300	50	100	150	TU & Gen Fund

TABLE 2: CRITICAL CAPITAL PROJECT NEEDS FOR CSUCI FY 2012-15

BUILDING	PROJECT	DESCRIPTION	WHY NEEDED?	TOTAL, 000	FY 12-13 NEED, 000	FY 13-14 NEED, 000	FY 14-15 NEED, 000	TYP SOURCE OF FUND
PLANNING STUDIES (PRIORITY TBD BY CABINET)								
	Strategic Planning	Master planning for next 10 years	Determine space needs for future, intermediate term growth. Develop Feasibility Studies for the next capital project after West Hall.	200				TU
	EIR	Develop EIR to implement Master Plan	EIR is required for approval of the Master Plan by BOT.	500				TU
	Health Center	Campus has outgrown Yuba Hall	Conduct a Feasibility Study to determine location and costs of a Health Center.	TBD				Auxiliary
	Wellness Center	Develop a wellness center by 2015	Campus lacks a wellness center. The Gym cannot support future growth.	TBD				Auxiliary
	CI Park Master Plan	Develop CI Park Master Plan	A master plan is required to determine uses by campus and local community.	500				TU
	Stormwater Management	Develop 100-yr flood control plans for the North Fields in collaboration with the County	Continue planning efforts with County and develop plans to manage stormwater discharges from the Campus.	100				TU
	TDM Study	Transportation Demand Management Study	TDM Study has been mandated by BOT and is required to reduce parking space demands in the future.	TBD				Auxiliary
			TOTALS (excl TBD amounts)	13138	3180	4480	2478	

Fund Source: TU = Capital Project Mgmt Fee Trust Fund managed by OPC; Advnmnt = Donor funding; Auxiliary = Non-state fund sources; Gen Fund = State fund sources

TABLE 3: CUSTOMER SERVICE INITIATIVES

AREAS WHERE OPC IS DOING WELL [SCORE > 4]	
Response to emergencies	Developed a program to test OPC's preparedness.
Overall quality of work: workers are polite, technically competent & maintains safe work conditions	
Interiors are clean.	Developing a QA/QC program to assess custodial performance on a regular basis.
Appearance of Library, Residence Halls, study areas, classrooms, hallways & public spaces	
Appearance of Grounds	Landscape refresh program has been very well-received.
Restrooms are clean	
Trash picked up from exterior spaces	Adding more recycling containers.
Events set up accurately & adequate support	
Package delivery and tracking system.	
AREAS WHERE OPC IS DOING MARGINAL [SCORE 3.75 - 4]	
Progress reporting during repair and construction work.	Launched Project Notifications to impacted building occupants. Posting signs as appropriate. Sending weekly updates to key personnel. Launching bi-weekly campus global emails on construction status.
Efforts to minimize impacts to working conditions during construction.	Communicating more frequently with building occupants to keep them apprised of the progress.
Timeliness of work order completion	This is a manpower issue. Reviewing the priority assignment system.
Ease of ordering through Web Works	Completed training of all users outside OPC.
Key and access control services	Launched an electronic key ordering system to respond to this comment.
Exterior building services	Exterior building refresh project in progress – all exterior walls and windows are being repaired and painted.
Trash containers emptied in offices	This is a manpower issue. Not enough custodians to provide this service.
Understanding event needs and timeliness in setting up events.	This is a manpower issue – no of Events have grown dramatically. Work Center is being reorganized to provide dedicated Events support.
AREAS WHERE OPC NEEDS TO IMPROVE [SCORE <3.75]	
Timeliness, Accuracy and reasonableness of repair cost estimates of repair cost estimates	This is a manpower issue. We hope to launch a new charge-back recovery process this FY to alleviate some of the concerns.
<i>Heating and cooling</i>	There are two issues which govern this area. Old buildings (e.g., Sage Hall, Napa Hall, etc.) lack proper heating and cooling equipment. New buildings are served to meet all code and Executive Order requirements.
Exterior signage	We will begin an exterior (and also interior) signage master plan this year.
Exterior lighting	Exterior lighting "needs" study has been completed. New lighting will be installed as funds are available.
Workspaces custodial service, glass / window cleaning	This is a manpower issue. CI Custodial Shop already serves 33% more than the average CSU campus. We do not have enough manpower to offer more services for the office areas. We have begun a glass / window cleaning program this FY.

OPC STRATEGIC PLAN 2012 - 2013

OPC Mission Statement: Operations, Planning & Construction supports CI stakeholders by providing highest quality service by practicing excellent workmanship, exhibiting forward vision, using resources effectively and efficiently and continuously improving the quality of service. OPC provides support for the entire campus through Facility Services, Operations, Logistical Services, Planning, Design & Construction. Measurable Goals: Customer Service Scores > 8 in a scale of 10, On-schedule = 100%, On-Budget = 100%, LEED-EB Platinum in Operations, Cal-Green Tier II in Construction.

Department Core Values: Excellence in Service, Value our team members, Continuous Improvement & Customer Service, Sustainable Performance

ACTION PLAN	RESP	TASK	COMMENTS	TARG
CONTINUOUS IMPROVEMENT & CUSTOMER SERVICE				
OPC customer service survey	310-DC	Conduct 2012 customer service survey in October 2012.	Plan customer service survey, analyze data. Meet with key executives and student bodies in Jan 13	Dec-12
Key Performance Indicators for OPC	310-DC	To support the Division's strategic initiative of a Division-wide Quality Improvement program, OPC will develop its own KPIs.		Jul-13
Optimize HR Processes	310-TC	Review current processes with HR and identify opportunities to optimize approval requirements		Dec-12
Upgrade OPC website	330-ES	Review and update data in OPC website	Review in progress	Dec-12
PM optimization	330-TB	Review preventative maintenance program/regular maintenance program	PM program review and database complete. Data entry phase	Dec-12
Test BCP.	330-TB	Develop regular BCP testing program		Ongoing
Work Order Optimization	330-TIM	LEAN Project to optimize WO process. Focus on reducing WO processing time. Goal: Paperless	Task Force established. Evaluation in progress	Dec-12
Estimating, progress reporting, and close-out process	330-WC	Review estimating, project implementation and close-out processes		Dec-12
Develop custodial efficiency plan	340-GS	Setup Breeze software system	Software evaluation is in progress.	Aug-12
Develop custodial performance check-lists	340-GS	Develop checklists for classrooms, common areas, restrooms		Sep-12
Optimize Data Archiving	350-AP	Establish data warehouse for easements, and other documents		Dec-12
Update PDC Processes	350-JG	Review 350 SOPs and update as necessary		Dec-12

ACTION PLAN	RESP	TASK	COMMENTS	TARG	
Evaluate inventory practices	370-TIM	What is our inventory? Can we make inventory leaner?		Dec-12	
Develop 3-5 year budget scenario	Team	Develop staffing plan and budget over next 3 years (2015-16 FY)	Staffing Plan developed	Dec-12	
Strengthen community relations	TEAM	Strengthen working relationships within department and with outside groups, including customers, through enhancing/developing 1:1 relationships.		Ongoing	
OPERATIONAL EXCELLENCE					
Campus Refresh Program - exterior and interior	330-WC	Ongoing refresh program to improve work area environment of the campus community.	Launched	Ongoing	
Update Campus Landscaping Master Plan	340-RB	Prepare a landscaping schedule to introduce color, user-friendly landscaping, outdoor seating etc.	Part of Refresh project	Ongoing	
ADA Compliance	350-DJC	Develop priority list per ADA Transition Plan	In progress	Dec-12	
As-built mapping	350-DJC	Update as-built maps and GIS based system		Dec-12	
Exterior and Interior Signage	350-JG	Develop a signage plan for exterior and upgrade interior signage	Customer Survey request.	Dec-12	
PEOPLE					
Develop training program for new hires	310-DC	Establish training requirements for Managers and staff recruits.		Jul-12	
Provide training both in technical skills area and in management areas	310-DC	Identify training needs through Evaluation Process. Continue management training sessions once every two months. Continue improving H&S Training program. Partner with IT and HR for training opportunities.	Linda setting up computer training. Wes reviewing H&S training. Recently, we partnered with IT and introduced computers to several of our custodians.	Oct-12	
Restructure OPC Units	310-DC	Build a "Small Project Team" with architectural support	Combined non-MEP Shops into "Facilities" group under Wes Cooper. Provide architectural support.	Jul-13	
Break-down silos	310-DC	Identify opportunities for cross-training.	Admin sharing program in progress. Cross-train in admin areas first. Cross-train in controls area	Ongoing	
Sustain employee morale program and break-down silos	310-TC	To encourage collaboration, host employee BBQs. To improve communication hold all-hands meeting every 3 months. Invite Executives from outside OPC. Plan family get-togethers. Empower people to make decisions.	Plan and host employee BBQs, pot-lucks. Hold all-hands meeting 6 months. Continue with OPC Newsletter and "REAL - Employee of the Month" program.	Ongoing	

ACTION PLAN	RESP	TASK	COMMENTS	TARG	
Continue to improve H&S Training	330-WC	Continue to improve quality of training. Apply latest web-based training technology. Ensure easy access to training materials for all staff.	Robust training program is in place. Tracking system is in place. This is an on-going improvement initiative.	Dec-12	
Establish training program for custodians	340-RB	Develop and implement a training program for custodians. Establish on-going training schedule. Establish program for new custodians.	Training DVDs purchased. Roll-out program.	Sep-12	
Establish training program for Grounds	340-RB	Develop training program for groundsworkers. Identify training needs and establish training schedule.		Dec-12	
Break-down silos	350-JG	Relocate all Groups to Ironwood Hall. Promote "togetherness".	Office layout in progress. Plan to consolidate 330, 340 and Work Center by June - 13. PDC by Jun - 14	Jun-14	
Learn from other campuses	TEAM	Promote visits and interaction with other campuses. Explore opportunities for "Regional Service Centers".		Ongoing	
SUSTAINABILITY					
Energy Conservation	310-DC	Complete SEMP - Energy Conservation Plan. Implement current projects in progress	SEMP in progress	Dec-12	
Water conservation	310-DC	Explore opportunities to reduce water usage. Complete fixture survey. Identify new products and evaluate.	Fixture survey in progress.	Dec-12	
Waste Reduction	310-DC	Current recycling rate = 50%. Launch program to improve rate to 60%	Purchase recycling bins, Comm program launched. Align with Sustainability Comm	Jul-13	
Construction activity in compliance with Cal-Green	350-JW	Develop Construction Waste Management Plan and Stormwater Management Plan for all construction activities per Cal-Green		Dec-12	
Update Campus Standards	TEAM	Update campus design standards to comply with Cal-Green Codes.	Review and editing in progress	Dec-12	