



FY 16-17 Annual Report & FY 17-18 Work Plan

We are delivering projects ON-TIME and ON-BUDGET, providing APPA

LEVEL III SERVICE at LEED-EBOM (Existing Operations Maintenance Standards)

Equivalency with overall CUSTOMER SERVICE SCORE OF 8+ / 10

Introduction

Facilities Services (FS) is responsible for the maintenance (routine, scheduled, deferred) and capital renewal of facilities, utility infrastructure, roads and grounds.

Our job is to provide a clean, safe, functioning, and aesthetically pleasing facilities for the campus, where the campus community can fulfill the University's educational mission

Planning, Design and Construction (PDC) is responsible for the planning, design and construction of new campus buildings and infrastructure.

I.1 Our Accomplishments in FY 16-17

- Continuous PM Program Development. Detailed PM development of 10 buildings on campus that is compliant with ASHRAE state and federal codes and regulations.
- Campus-Wide Electrical Safety Repairs – Critical preventative maintenance on panels, switchgear and substations. Fire alarm panel upgrades and energy management controls upgrades.
- Completion of the annual APPA Facilities Performance Indicator Survey (FPI) which illustrates how FS is operationally in line with other CSU and PCAPPA campuses.
- Awarded MSFT Funds and successfully completed classroom refreshes (this is the 4th year in a row for us).
- Successful completion of Santa Rosa Village and Islands Café expansion in time for occupancy for the start of the fall 2016 semester. The Project received LEED "Gold" Certification from the US Green Building Council (USGBC), becoming the first project on campus to receive any LEED certification.
- Successful installation of new 300 ton chiller at Aliso Hall that provides redundancy to the campus infrastructure that supplies campus buildings with cool air. This was performed in-house providing a cost savings of nearly \$400k and used project savings from the Sierra Hall construction budget.
- Implementation of a new FS Swing Shift that reallocates existing resources and staff to support expanded hours while creating increased operational efficiencies and results in an estimated \$200,000 cost savings from decreased staff overtime.
- Continued our management of existing campus real assets, including the CI Boating Center, Santa Rosa Island Research Station, and the University Glen residential community.
- Commenced planning and documentation of the Central Plant Upgrades Project that will provide alternative means to provide heating and cooling to the campus once CI Power ceases operations in the future without an interruption of service.
- Commenced interior improvements on two projects that will allow for expansion of the Disability Resource Services Center in Arroyo Hall and a new instruction space and surge office space in Trinity Hall (South Building in the South Quad) for occupancy in time for the fall 2017 semester.
- FS continues to be at or below CSU average metrics in the APPA Annual Survey for operations and maintenance in most categories, demonstrating core efficiencies.

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

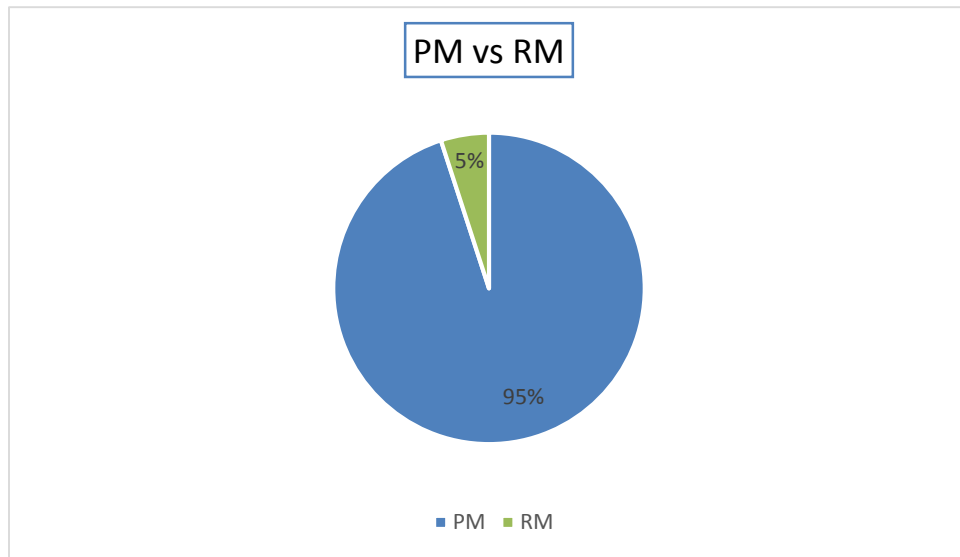
- On-schedule = 94%
- On-Budget = 100%
- High Level of Service based on APPA Standards

I.2 Roles and Responsibilities

Executive Order No. 847 states that the campus facilities department' responsibilities, "...includes the maintenance (routine, scheduled, deferred) and capital renewal of facilities, utility infrastructure, roads and grounds, which allow the university to meet its educational mission."

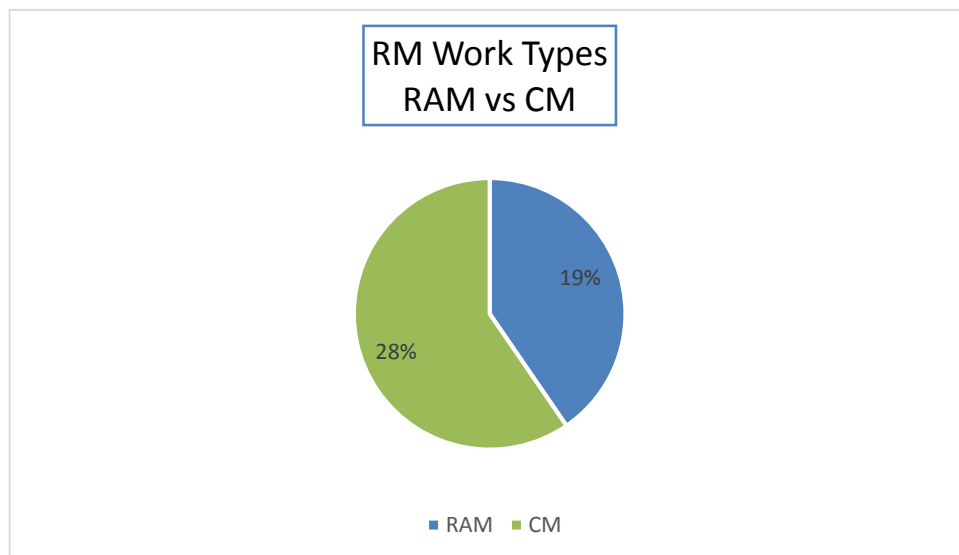
Preventative Maintenance (PM) vs Routine Maintenance (RM)

Industry standard based on an 80/20 rule with 80% of maintenance funding going towards proactive work versus reactive work. FS has exceeded the industry standards through the development of a robust PM program.

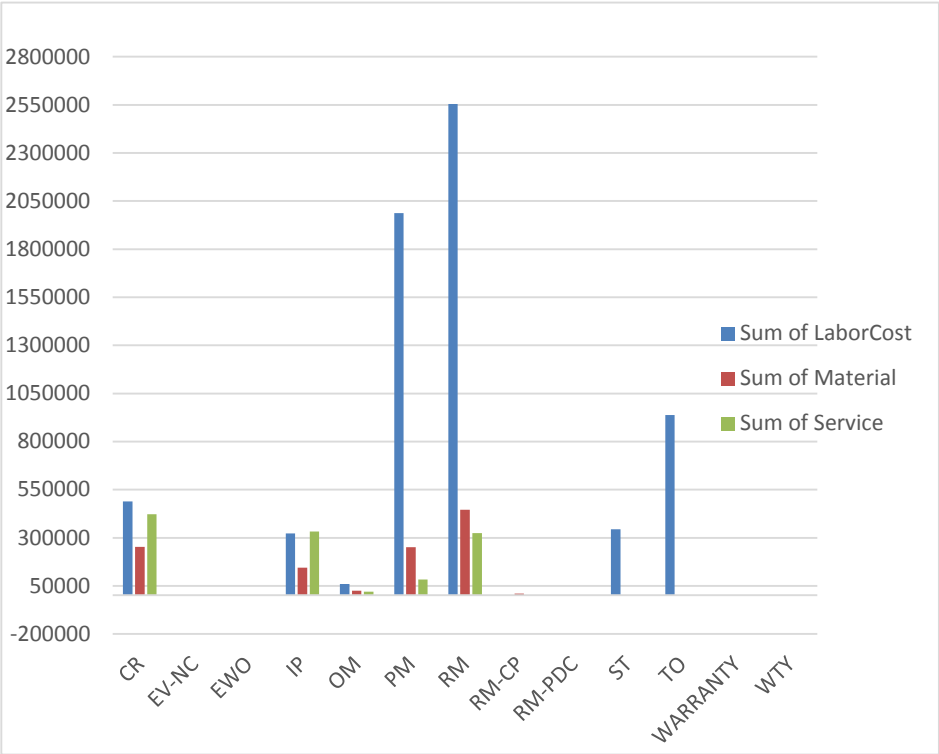


Routine Maintenance by Reactive Work Orders vs Corrective Work Orders

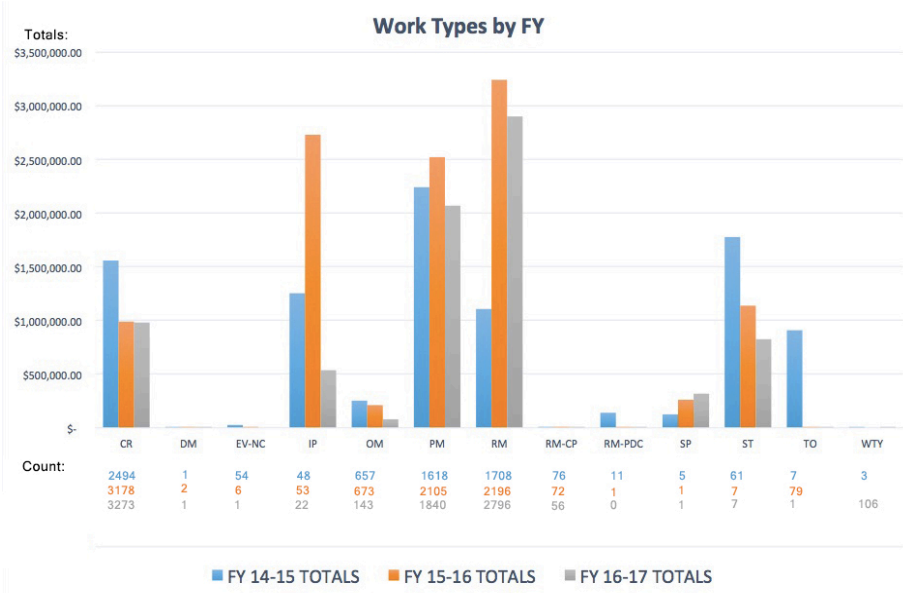
This chart shows that corrective work is being scheduled and completed to repair and replace critical systems components that failed.



Routine Maintenance by Work Order Type



Fiscal Year Comparison by Work Order Types



Work Types	
Code	Description
CR	Cost Recovery
CR-AUX	Cost Recovery Auxiliary
CR-EWO	Cost Recovery Estimate
CR-INV	Cost Recovery Invoice
CR-PR	Cost Recovery Project
CR-SH	Cost Recovery Student Housing
DM	Deferred Maintenance
SP	Sustainability Project
OM	Other Maintenance
IP	In-house Project
EV-NC	Event - No Charge
EWO	Estimate
PM	Preventative Maintenance
RM	Regular Maintenance
RM-CP	Paper & Toner Deliveries
ST	Shop Time
TO	Time Off Used
WTY	Warranty Repair
Category Codes	
Code	Description
CM	Corrective Maintenance
RAM	Reactive Maintenance
PM	Preventive Maintenance

I.3 Sustainability Score Card 2016-2017

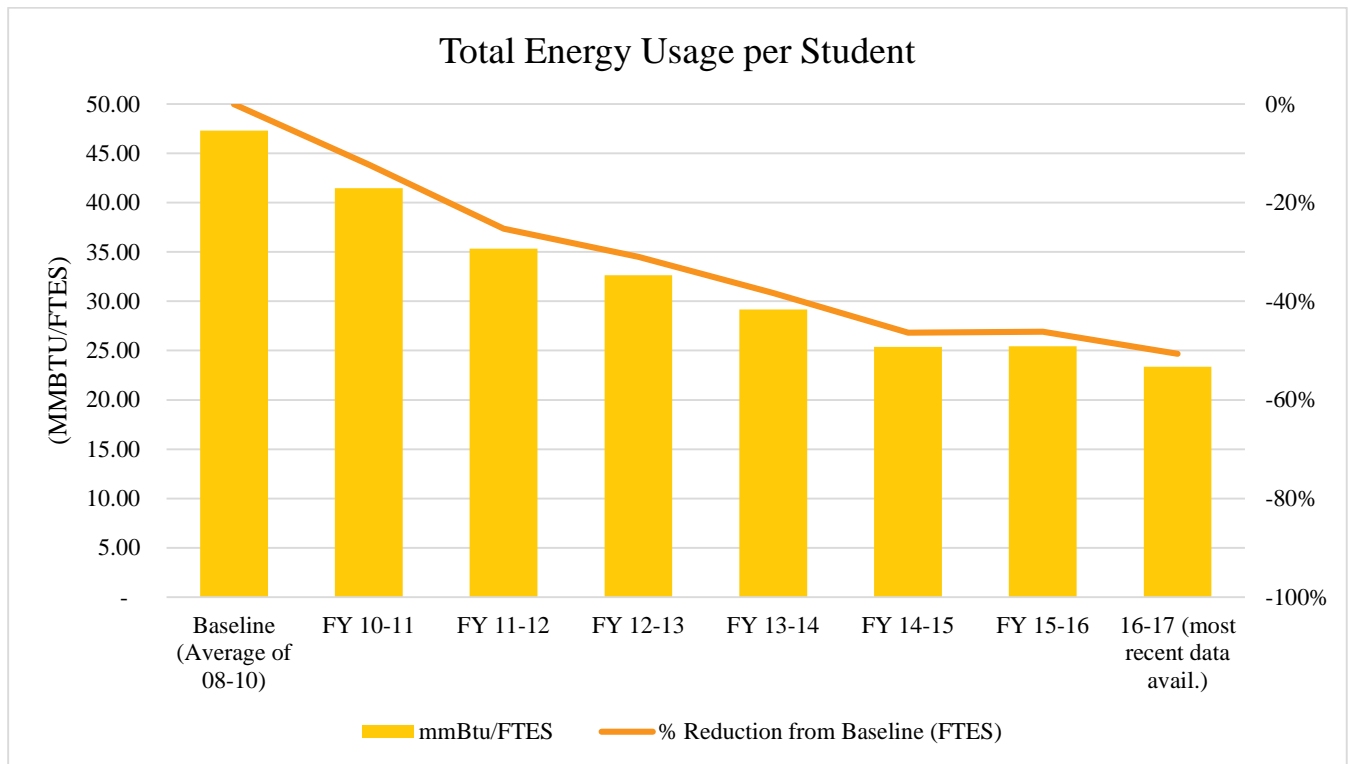


SUSTAINABLE ACCOMPLISHMENTS

- ✚ New Santa Rosa Village student housing constructed to LEED “Gold” standards
- ✚ On-track for “Gold” rating in AASHE Sustainability Tracking, Assessment & Rating System (STARS)
- ✚ CI Sustainability staff presented on campus efforts at several events around the state
- ✚ Submitted our Annual Greenhouse Gas Progress Evaluation to Second Nature indicating that we have dropped our overall emissions by about 30% per FTES since our first report to them in 2013
- ✚ Awarded Tree Campus USA for fifth year in a row
- ✚ Earned APPA rating of 85% in Energy Sustainability Assessment Tool (ESAT)
- ✚ Purchased battery-powered equipment for use by landscape crews

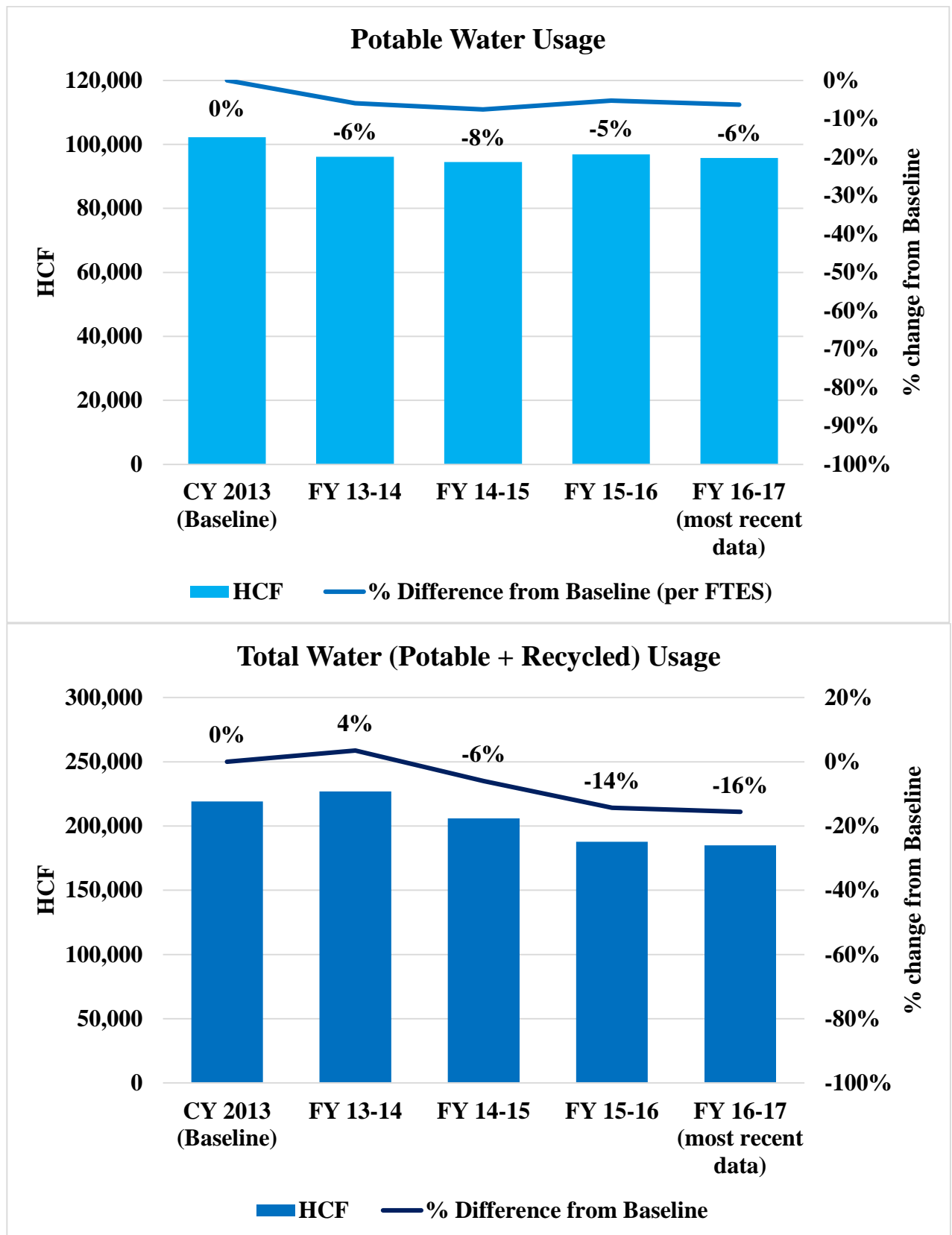
ENERGY EFFICIENCY

- ✚ Reduced total energy consumption by 51% per student since 2008
- ✚ Identified and replaced leaking hot water valves in hydronic system
- ✚ Performed LED lighting upgrades in campus parking and street fixtures



WATER CONSERVATION

- ✚ Achieved 6% potable water saving over 2013 - even with expansion of our campus population
- ✚ Reduced total (potable + recycled) water consumption by 16% since 2013 Baseline Period
- ✚ Improved potable water consumption by 30% (on HCF/FTES basis) since 2013 Baseline Period
- ✚ Planted drought-tolerant vegetation in place of water-intensive turf
- ✚ Kept fountains turned off to decrease water loss due to evaporation and splashing
- ✚ Adapted irrigation schedules to conserve recycled water
- ✚ Promoted water conservation to community with various education campaigns
- ✚ Constructed Santa Rosa Village with efficient water fixtures and plumbed toilets to be able to use recycled water in the future

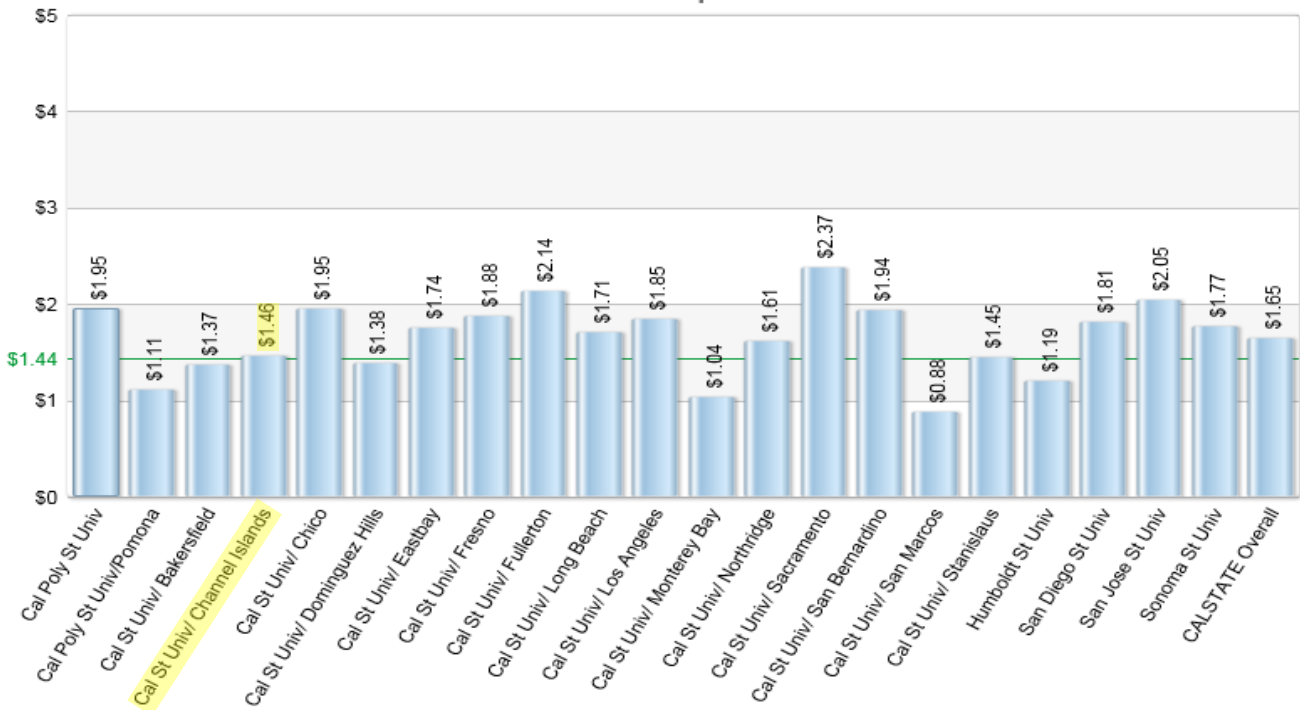


WASTE AND RECYCLING

- ✚ Increased our rate of diversion from landfill to recycling by 3% up to 63%
- ✚ Reduced waste in 2015 by 72% since 2008 on Ton/FTES basis
- ✚ Reduced waste by 49% overall since 2008
- ✚ Initiated process to collect and compost organic waste as per state regulations
- ✚ Composting on-site organic material brought back from SRIRC facility
- ✚ Worked with students to develop new, improved signage to communicate waste material separation

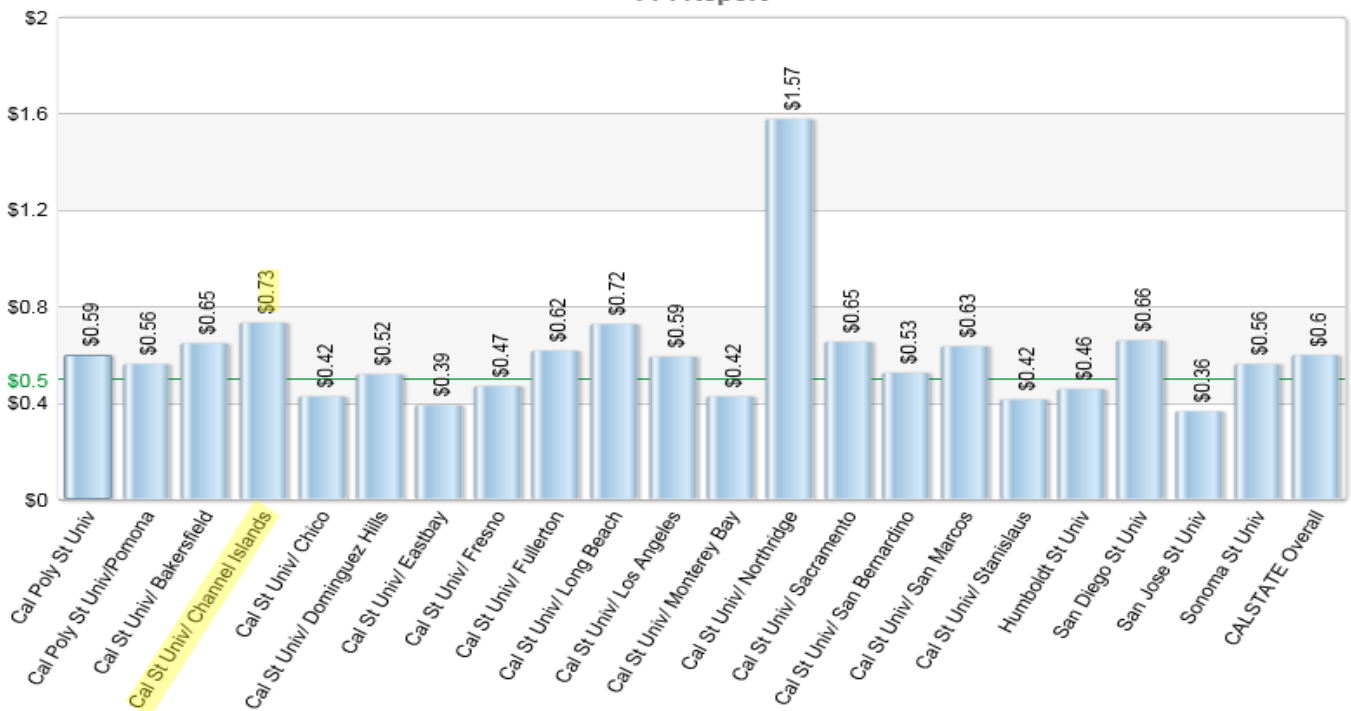
I.4 APPA FPI Survey 2015-2016

Custod Total Cost/ GSF-GSM -- Averages Summarized By: No Summary -- Fiscal Year 2015-16 APPA FPI Report



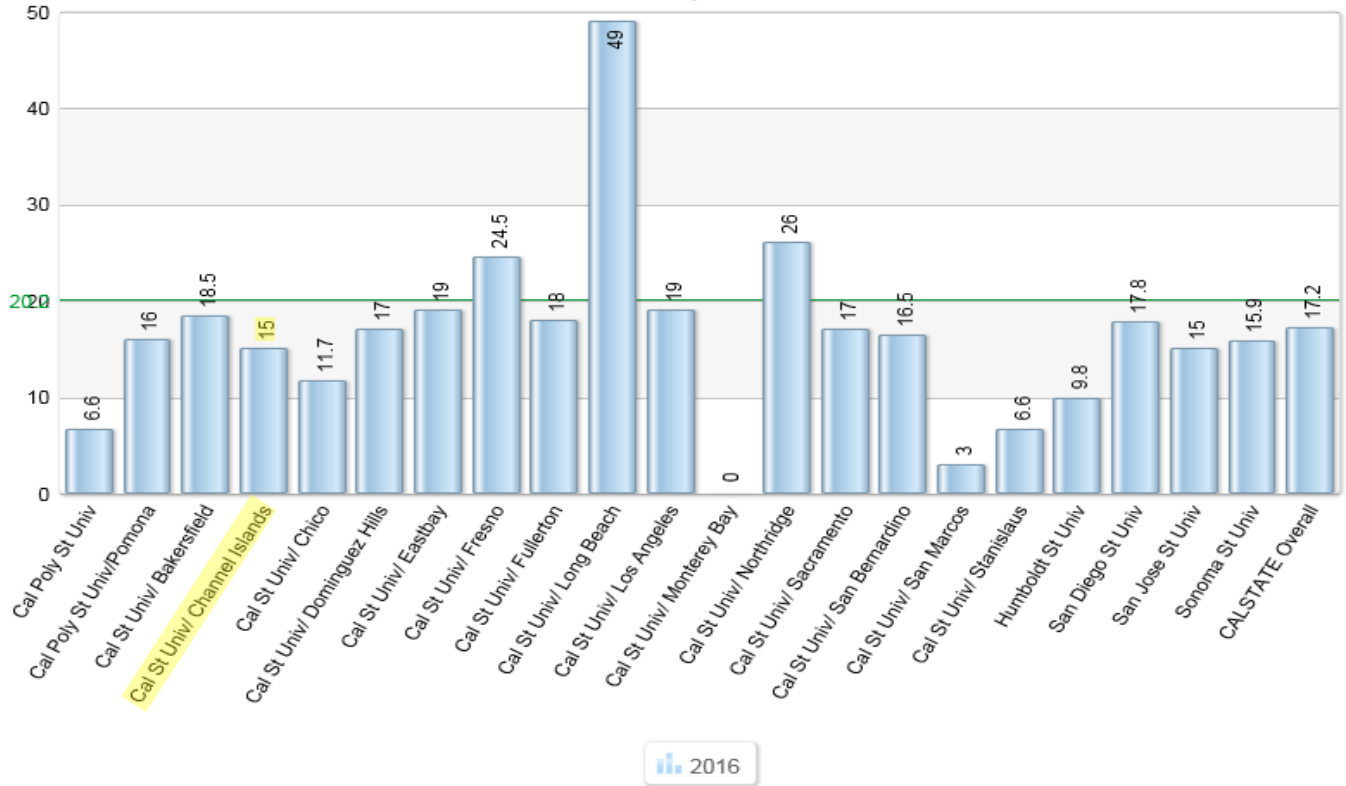
2016

Fac Admn Total Cost/ GSF-GSM -- Averages Summarized By: No Summary -- Fiscal Year 2015-16 APPA FPI Report

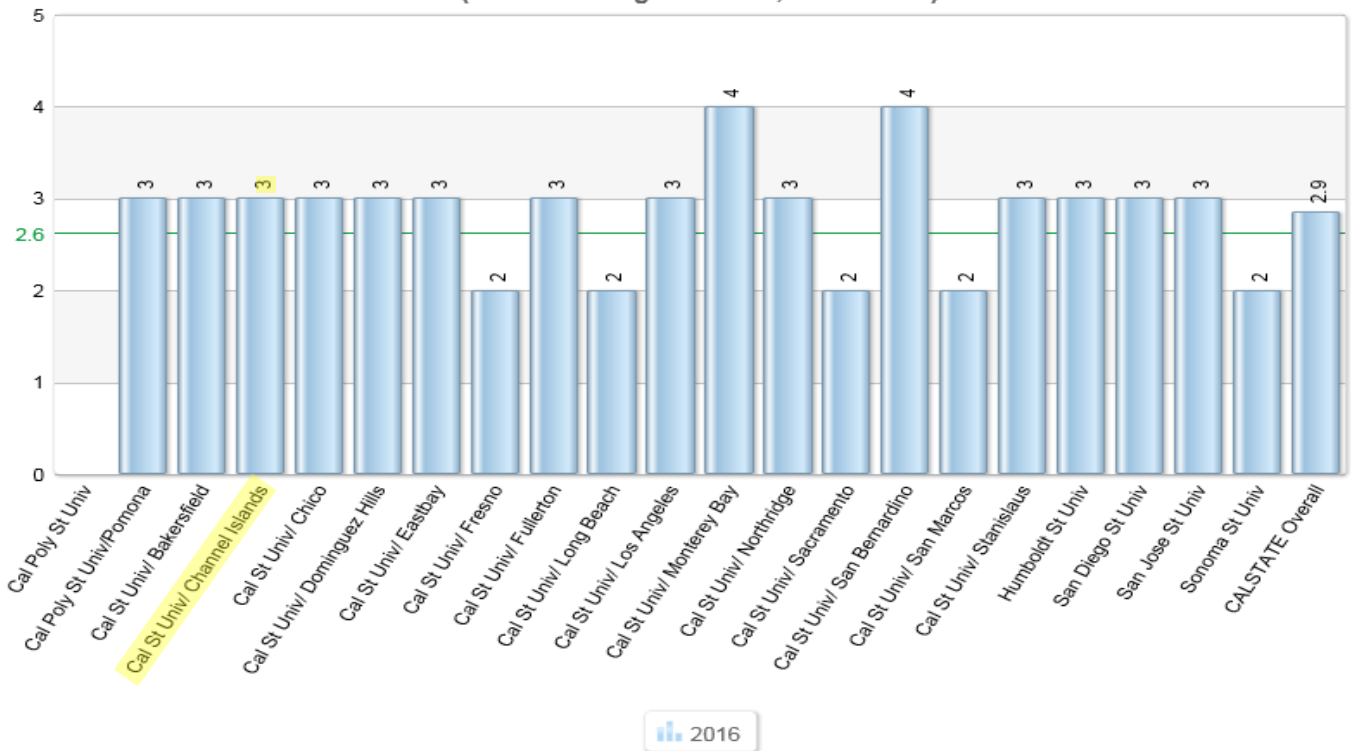


2016

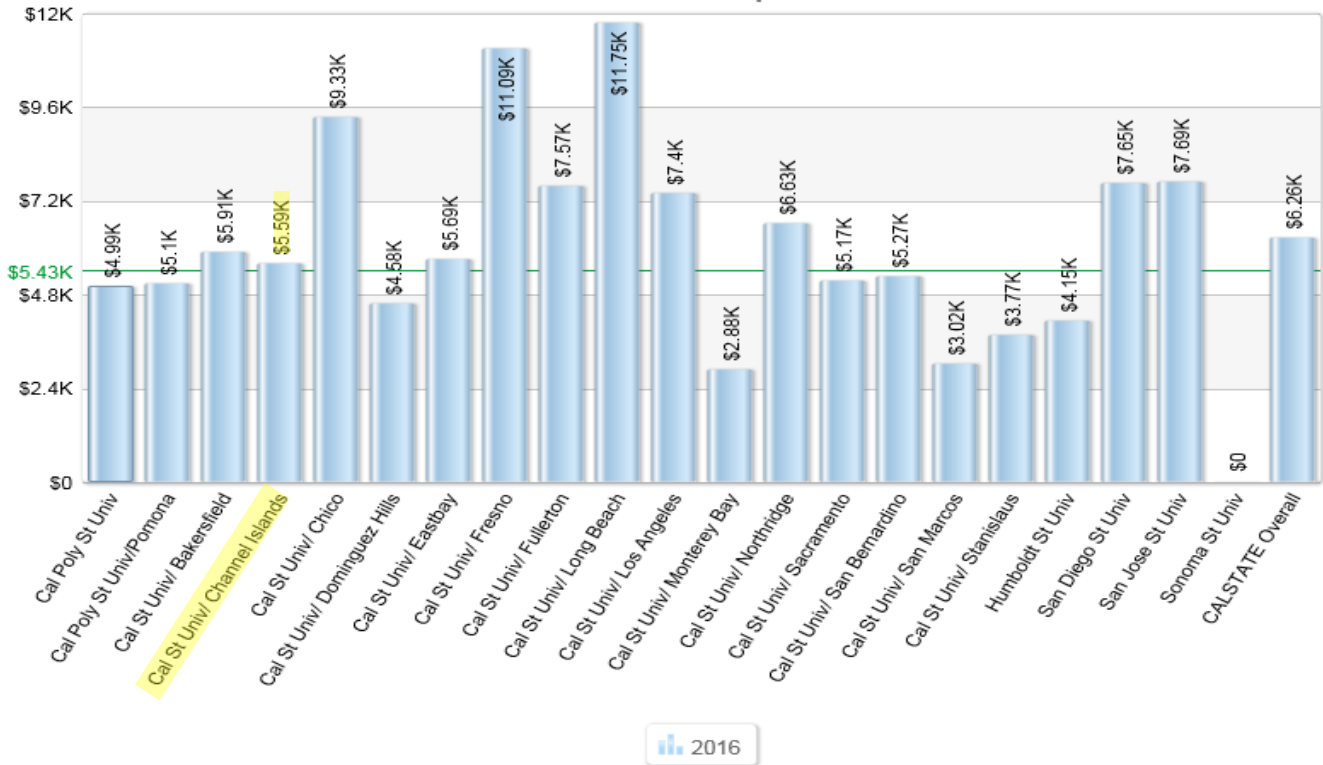
Grnds In-house Staffing FTE -- Averages Summarized By: No Summary -- Fiscal Year 2015-16 APPA FPI Report



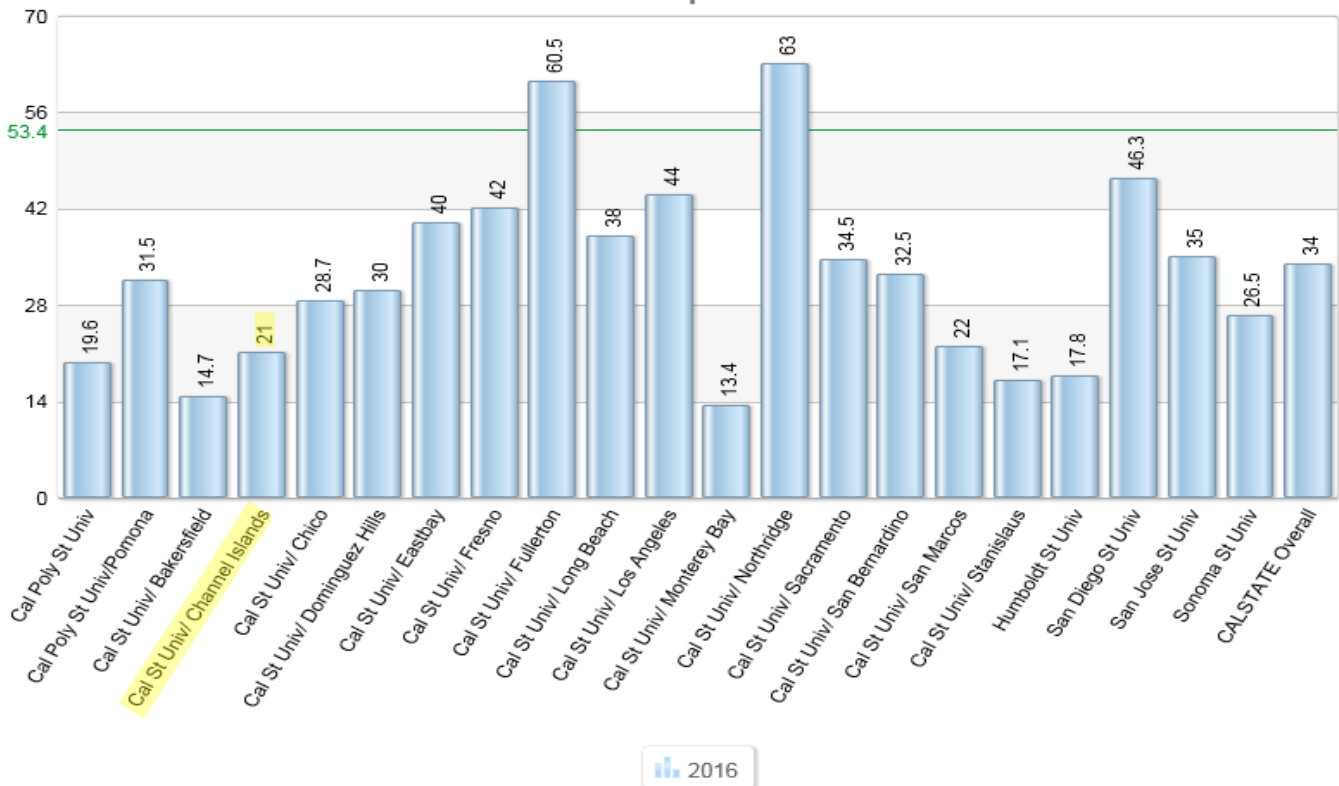
Grnds Svc Level -- Averages Summarized By: No Summary -- Fiscal Year 2015-16 APPA FPI Report
(NOTE: 1 is Highest Level, 5 is Lowest)



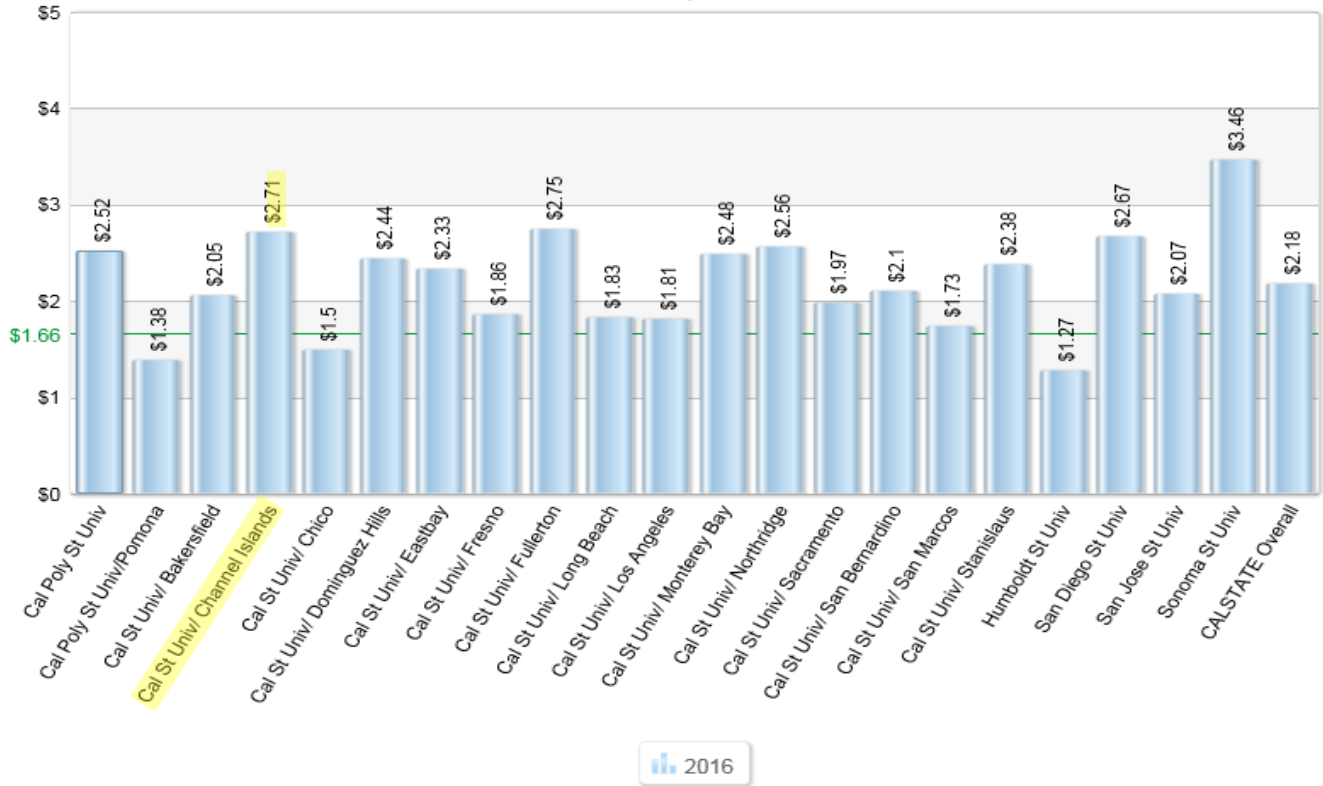
Grnds Total Cost/ Acre/ Hectare -- Averages Summarized By: No Summary -- Fiscal Year 2015-16
APPA FPI Report



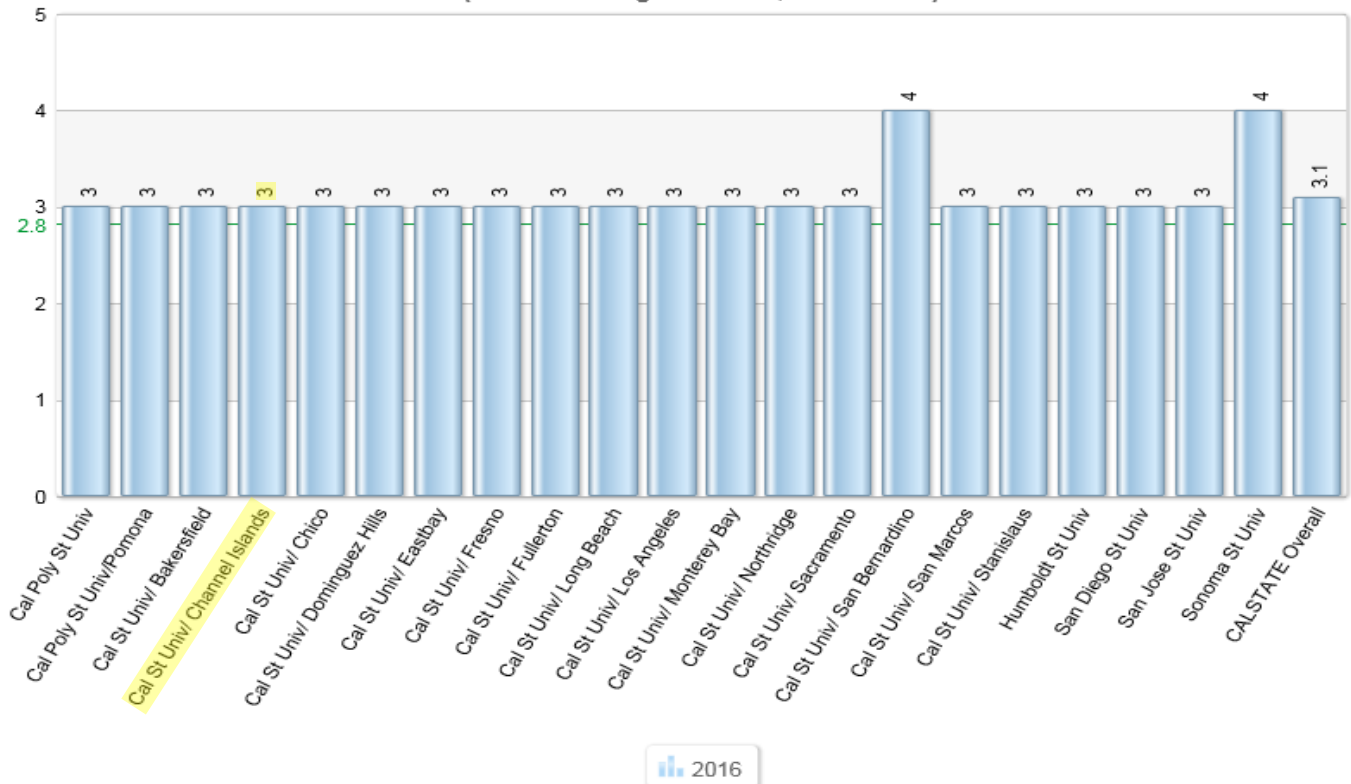
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(NOTE: 1 is Highest Level, 5 is Lowest)



FY 16-17 Strategic Initiatives Status Report



FY16-17 Facilities Services Strategic Initiative Status Report

Strategic Goal	Objective	Status of Planned Activities Initiatives KPIs
Achieve Operational Excellence	Improve customer service	FS will provide a customer service survey in Fall of 2016 with a rating scale 1 out of 5, with 5 being the best. <i>FS did not send out a customer service survey this FY however one will be sent out in Fall of 2017.</i>
	Prepare for growth	Established 5 year staffing plan in which we restructured and will now be able to fill new position needs through reallocation efforts, IRP's, and Re-classes. This process will continue to eliminate the need of new permanent funding and saves the campus approximately 600k. <i>We have made great headway in the implementation of this plan with 80% of the planned Re-Classes/IRPs being submitted.</i> <i>FS instituted a swing shift staffing that provides increased hours of support to better reflect the campus' needs as more of a 24/7 campus. The probable savings is approximately \$250,000 from decreased staff "call-backs" in off hours that required overtime pay.</i>
	Share expertise and services	Continue to engage in Academics through lectures on Engineering, Sustainability and Biology to the established internship programs that benefit the Students and FS. Sustainability Team collaboration with campus Sustainability Professor and their associated Class to provide interactions/tours between FS and students. <i>Our Engineering Team Supervisor (Richard Paulson) gave a class chemistry presentation on our Steam Absorption Chiller along with a tour of the Central Plant; We continue to provide student outreach in areas of Grounds, Sustainability and Engineering.</i>
	Succession planning	FS Managers and Supervisors will continue to provide opportunities to those within as they arise; encourage and guide those under us that show a willingness to learn and continue to offer opportunities for experience where feasible. (Use KPIs to measure % of positions filled with internal candidates VS. external) <i>This is a continuous effort in which we mentor and provide training opportunities to future leaders of Facilities.</i>
Attract and Retain a Diverse and Talented Staff	Create operations manuals	Interactive PDF of all guidelines and SOPs are developed and we will continue to update as future process guidelines are needed. <i>Continuous improvements are being made.</i>
	Foster entrepreneurship	Will continue to hold annual strategic planning events with staff and engage / empower employees to identify improvement plans and initiate plans where practical. <i>On going efforts.</i>
	Offer robust development opportunities	We continue to identify skilled training opportunities and discuss them with staff during their evaluations and continue provide training as planned and or as budget allows. <i>On going efforts.</i>
	Community building	Hold regular team and morale building events that are not work related i.e. horseshoe tournaments, over the line competitions etc. Continue monthly planned events by FS Moral Committee in which offer an extended lunch on quarterly bases for such events – periodically invite other departments to participate.

		<i>The morale building events have been very successful and promoted improved staff collaboration and improved morale.</i>
Enhance Resources	Document processes	Have staff continuing to develop/write down processes for critical work performed and train others once developed; enter new ongoing processes into FS SOP Manual. <i>Ongoing efforts</i>
	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) <i>No progress made – will carry over into next FY.</i>
	Streamline processes for timeliness and efficiency	Encourage Process Mapping and Lean Strategy Techniques to streamline processes where feasible. <i>Continuous</i>
	Improve reporting	Keep creation of a shared calendar with updated due dates that can be viewed in advance to allow more time for reporting needs. <i>No progress made – will carry over into next FY.</i>
Enrich Communications	Improve websites	Provide consistent annual updates and reviews – hold third party reviews through periodic surveys. <i>No progress made – will carry over into next FY.</i>
	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. <i>No progress made – will carry over into next FY.</i>

FY16-17 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. <i>FS did not issue a Customer Survey this year, but plans to next fiscal year.</i> 2. Continue to deliver capital projects on time, on budget while increasing/improving overall project value. <i>SH3 were completed in time for student move-in this fall.</i>
	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; <i>Planning for Gateway Hall and other small projects were completed.</i> 2. Continue to do outreach to campus communities on growth strategies. <i>Several planning sessions were held on growth strategies.</i>
	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; <i>FS held a PM training for in-house staff this fall.</i> 4. Provide training on BIM to FS staff for use in the field to improve operational efficiencies. <i>On going</i>
	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. <i>On going.</i>
	Foster entrepreneurship	Encourage and support staff initiatives that improve project processes. <i>On going.</i>
	Offer robust development opportunities	<ol style="list-style-type: none"> 1. Offer professional development opportunities for areas of expertise per KPI #2; <i>Staff attended conferences on sustainability and building code revisions. One staff member received his LEED AP certification, which is the first staff to receive this.</i> 2. Provide Project Management refresher training to hone PM skills for FS staff. <i>PM Training provided in the fall.</i>
	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; <i>On going</i> 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. <i>SH3 BIM model was received.</i>

		2. Continue to expand Facilities Link as a support for FS staff and the broader campus community. <i>On going</i>
	Streamline processes for timeliness and efficiency	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	1. Continue FS newsletter (issued quarterly); 2. Provide campus with regular updates about construction activities. <i>On going</i>

FY 15-16 Key Performance Indicators Report



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

Facilities Services Strategy Map



Channel Islands
CALIFORNIA STATE UNIVERSITY

CI 2015-20 Strategic Priorities

1. Forward Vision in Supporting Student Success
2. Innovation and Continuous Improvement
3. Achieve Operational Excellence

Facilities Services Strategy Map 2015-2016

Mission

Facilities Services (FS) 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.

Vision

To provide clean, safe, functioning, and aesthetically pleasing facilities for the campus, where the campus community can fulfill the University's mission.

Values: Excellence in Service • Valuing Our Colleagues • Continuous Improvement • Sustainable Performance • Customer Service

Value to Our Customers

Provide excellent customer service

Deliver high quality service

Promote a safe, healthy, and productive learning and work environment.

Facilities Services Goals

Achieve Operational Excellence

Attract and Retain a Diverse and Talented Staff

Enhance Resources

Enrich Communication


- Infrastructure improvement for system reliability.
- Plan for growth over the next decade.
- Exceeding expected life cycles of buildings and equipment for best value
- Timely work order completion.
- Provide an annual customer survey to receive feedback for improvement

- Offer skilled training and development opportunities
- Regular community team building exercises with staff.
- Annual Employee Survey
- Enhance Standard Operating Procedures and Process Guidelines.

- Develop sustainable strategies that improve our use of resources
- Encourage Process Mapping and Lean Strategy techniques to streamline processes.
- Schedule safety and professional trainings and provide via a shared calendar

- Provide outreach to the campus community about how we support the University's mission.
- Increase the variety of communication through use of green screens placed around campus, informational website and interactive forms.
- Continue to inform the campus of upcoming construction projects.

Facilities Services Strategy Map

Strategic Theme: Operating Efficiency	Objective Description	Measurement	Target	Initiative	Responsible
Financial: 	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: 	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: 	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: 	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 2016-2017 FS Scorecard

Financial	Value	Measurements	Target	FY 16-17	Responsible	Frequency	Notes
	Service Efficiency	APPA Service Level	Level III	III	Department Directors and Managers	Annual	CUS= Level 3, GRO= Level 3 and Maintenance= Level 3
	PDC Contractor Costs per SF	Total cost for construction per SF VS. CSU Average	Within Average		PDC	Annual	We can't track this as the costs have not been updated by the CSU
	Return on Assets	Asset Life Cycle	100%	N/A	Work Center Management	Annual	

Customer	Dependable Service	Measurements	Target	FY 16-17	Responsible	Frequency	Notes
	Work Quality	Customer Survey Scores	8 out of 10	N/A	Department Directors and Managers	Annual	Customer Survey not conducted this FY
	Quality of Communication	Customer Survey Scores	8 out of 10	N/A	Department Directors and Managers	Annual	Customer Survey not conducted this FY
	Cost Recovery	On- time Completion	95%	76%	Department Directors and Managers	Monthly	Avg. of Operations
	Aesthetic, clean, well maintained Work Environment	Customer Survey Scores	8 out of 10	N/A	Grounds, Maintenance, and Custodial	Annual	Customer Survey not conducted this FY

Internal	Effectiveness/Efficiency	Measurements	Target	FY 16-17	Responsible	Frequency	Notes
	Productivity	% Chargeable Time vs. Unchargeable	70%	80%	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%	61%	Department Directors and Managers	Monthly	Avg. of the dept.
	On-Budget Completion	Budget Tracking	> =90%	96%		Monthly	Avg. of the dept.

Learning	Development Opportunities	Measurements	Target	FY 16-17	Responsible	Frequency	Notes
	Skilled Training	Actual training received VS. estimated or planned	100%	93%	Managers	Annual	
	Safety Training	Actual training received VS. estimated or planned	90%	78%	Managers	Annual	Measured by EH&S and Access Database
	Employee Survey	Satisfied or better	>65%	N/A		Annual	Employee Survey not conducted this FY

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

340-Custodial

Value	Measurements	Target	FY 16/17												Responsible	Frequency	Notes
Custodial cost per GSF	FS Custodial cost per cleanable SF vs. CSU Overall Average Cost	Below CSU Average Costs of \$1.65/GSF	\$1.46												Supervisors	Annual	Results from the APPA FPI Survey
Dependable Service	Measurements	Target	FY 16/17												Responsible	Frequency	Notes
Customer Satisfaction Survey	Customer Survey Scores	8 out of 10	N/A												Supervisors	Annual	
Effectiveness/Efficiency	Measurements	Target	July	August	September	October	November	December	January	February	March	April	May	June	Responsible	Frequency	Notes
Materials	Materials Used vs. Budgeted	90%	29%			74%			-11%			-31%			Supervisors	Quarterly	Budget = \$75k
Productivity	% Chargeable Time vs. Unchargeable	> =70%	93%	87%	81%	94%	97%	93%	95%	84%	88%	88%	84%	87%	Supervisors	Monthly	PM'S vs. ST (DIR/IND)
Development Opportunities	Measurements	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%	N/A												Manager	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%	60%	90%	77%	55%	93%	85%	91%	30%	30%	82%	79%	N/A	Supervisors	Monthly	low %: Training is not being completed during the scheduled month. It is being comp. a month after due date
Legend:	80%-100%	59%-79%	58-Below	N/A	ladder safety training for day crew									No Training applicable for June			

330-Operations

Value	Measurement	Target	FY 16-17												Responsible	Frequency	Notes
Maintenance Costs per GSF	FS Maintenance cost per GSF vs. CSU Overall Average Cost	Below CSU Average Costs of \$2.18/GSF	\$2.71												FS Support	Annual	Results from the APPA 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 (COST RECOVERIES KPI)	95%	80%	84%	73%	72%	75%	81%	78%	74%	77%	80%	79%	63%	Richard Bates	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 1 PMs	Average Time to Complete PM Work Orders for priority 1 (10 Days)	50%	17%	8%	6%	11%	8%	5%	21%	23%	30%	14%	13%	7%	Tim Berndtson	Monthly	Exclude specific shops (Safety and electrical)
Work Order Completion Rate Priority 1 RAMs	Average Time to Complete Reactive Maintenance Work Orders for Priority 1 (10 days)	100%	63%	39%	47%	62%	44%	60%	61%	66%	67%	75%	61%	48%	Tim Berndtson	Monthly	Use of Job Done status when technicians have completed work
Reactive WO %	Indicates percentage of total regular maintenance work that is reactive or unscheduled.	<15%	12%	32%	41%	28%	22%	39%	29%	18%	4%	5%	9%	8%	Tim Berndtson	Monthly	When first starting measuring this KPI the results were at 45% completion on RAM Wos
Work Backlog in Crew Weeks	Monthly report of estimated man hours in backlog and waiting to be scheduled. (BACKLOG HOURS FOR KPIs)	<4-6 Weeks	N/A	N/A	13.7	13.65	13.65	13.65	13.65	13.65	13.65	13.65	13.7	13.7	Richard Bates	Monthly	Hiring of new Planning Scheduler to measure this KPI for next FY.
Projects	On budget vs. actuals	95%	90%	96%	96%	93%	97%	97%	97%	97%	97%	97%	95%	95%	Bianca Acosta	Monthly	July only had one project scheduled to be completed and was not completed on time.
Projects	Scheduled vs. actuals	95%	95%	68%	62%	66%	66%	60%	50%	41%	37%	39%	39%	41%	Bianca Acosta	Monthly	
HRE Comp Rates	WOs to be completed based on priority level. Priority 1 must be completed in 7 days and Priority 2 within 10 days (HRE COST RECOVERIES)	95%	14%	38%	77%	50%	83%	58%	98%	98%	100%	100%	99%	97%	Richard Bates	Monthly	Break up KPI in two between Priority 1 and 2 starting in February
Development Opportunities	Measurement	Target	FY 16-17												Responsible	Frequency	Notes
Skilled Training	Actual training received VS. estimated or planned	100%	90%												Managers	Annual	
Safety Training	Actual training received VS. estimated or planned	85%	74%	81%	75%	81%	79%	74%	88%	56%	88%	69%	60%	49%	Managers	Monthly	
Legend:	80%-100%	59%-79%	58-Below														

345-Landscaping

Value	Measurements	Target	FY 16/17												Responsible	Frequency	Notes
\$ Cost per acre	Landscaping costs per Sq.Ft vs. CSU overall average cost	Below CSU Average Costs of \$6.26k/GSF	\$5.59K												Manager	Annual	Results from the APPA FPI Survey
Equipment	Equipment vs. Budget	90%	2%	4%	11%	15%	17%	21%	33%	36%	47%	59%	67%	68%			Budget=\$54K
Dependable Service	Measurements	Target	July	August	September	October	November	December	January	February	March	April	May	June	Responsible	Frequency	Notes
Customer Service Scores	Do the services meet or surpass the customer expectations	8+ out of 10	N/A												Manager	Annual	Campus Facility Survey
Effectiveness/Efficiency	Measurements	Target	July	August	September	October	November	December	January	February	March	April	May	June	Responsible	Frequency	Notes
Reduce recycled water consumption	Inspection of equipment, reports and measure areas for reduction of recycled water	>30%	43%	19%	4%	33%	32%	41%	49%	100%	76%	12%	1%	60%	Manager	Monthly	Bench Mark 2013 UTS Usage
Equipment	Equipment Down Time	90%	80%	80%	80%	90%	90%	90%	90%	75%	90%	90%	90%	90%			
Productivity	% Chargeable Time vs. Unchargeable (ST/Time Off)	80%	64%	72%	80%	75%	65%	53%	55%	78%	67%	78%	77%	73%	Manager	Monthly	work injuries and positions to backfill
Development Opportunities	Measurements	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%	100%												Manager	Annual	Street sweeper / leadership
Safety Training	Actual training received VS. estimated or planned	95%	54%	81%	78%	79%	48%	50%	75%	68%	58%	78%	55%	63%	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		John Gormley	Annual	
Dependable Service	Measurements	Target		Responsible	Frequency	Notes
Track all change orders "errors & omissions"	Student Housing	<3% of const. budget	3.04%	Susan Davis	Monthly	
	Dining Commons		3.35%			\$ 311,367.00
	Central Plant Infrastructure					
Effectiveness	Measurements	Target	Actuals	Responsible	Frequency	Notes
Maintain original overall project duration while maximizing the built project scope for avail. Budget	Student Housing	90% of all projects		PM	Quarterly	The Project is attempting to provide additional infrastructure that will serve the campus' needs.
	Dining Commons					The Project is attempting to provide additional infrastructure that will serve the campus' needs.
	Central Plant Infrastructure					
Incorporate sustainable strategies	Prepare project scorecard template & post construction assessment	LEED "Gold" Cal-Green Tier II		Terry Tarr	Quarterly	SH3 project was submitted to LEED and in process of their review.
		Cal-Green Tier II	100%	Terry Tarr	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.
				Terry Tarr	Quarterly	
Development Opportunities	Measurements	Target	Actuals	Responsible	Frequency	Notes
Transfer of Knowledge	All staff become "knowledge leaders". Cross Training to ensure transfer of knowledge	100%		Susan Davis	Annual	
Achieve and maintain appropriate Certification/ Licensure	John Gormley-AIA	100%		NA	Bi-Annual	Due Oct 2017
	Terry Tarr-AIA				Bi-Annual	Due Feb 2017
	Terry Tarr-LEED Green		100%		15 hours 2 Yrs	Passed LEED Certified 11/16
	David Carlson-AIA				Bi-Annual	Due Jan 2018
	David Carlson-CAS				3 Years	Due Mar 2016
	Dan Gerrard-OSHPOD				3 Years	Due 9/30/2016
Skilled Training	Actual training received VS. estimated or planned	100%		Susan Davis	Annual	

310-Business Services

Value	Measurements	Target	FY 16/17												Responsible	Frequency	Notes
Admin cost/GSF	APPA FPI Survey	< CSU Avg. (.60)	\$0.73												Bianca	Annual	
Dependable Service	Measurements	Target	July	August	September	October	November	December	January	February	March	April	May	June	Responsible	Frequency	Notes
330 Invoice Processing	Date the invoice arrives to FS and Date sent to AP	5 days	20%	68%	79%	77%	73%	55%	86%	84%	72%	76%	81%	90%	Kara Waycasy	Monthly	
Effectiveness/Efficiency	Measurements	Target	July	August	September	October	November	December	January	February	March	April	May	June	Responsible	Frequency	Notes
Dashboard Budget Report	On time Completion	5 days after month end	100%	100%	100%	100%	100%	100%	100%	100%	N/A	100%	100%	100%	Shana and Kara	Monthly	month has not closed
Purchase Orders	From requisition to issue date (under 25k)	2 weeks	0.0%	33.3%	64%	40%	20%	73%	33%	92%	91%	60%	71%	83%	Shana	Monthly	Most overdue items were sitting in Procurement for over a week.
	From requisition to issue date (over 25k)	3 weeks	50%	40.0%	100%	100%	100%	100%	100%	100%	100%	100%	50%	100%	Shana	Monthly	In YT office or Procurement for 2 weeks
Development Opportunities	Measurements	Target	FY 16/17												Responsible	Frequency	Notes
Skilled Training	Actual training received VS. estimated or planned	100%	90%												Manager	Annual	
Safety Training	Actual training received VS. estimated or planned	85%	100%												Safety Manager	Annual	
Legend:		80%-100%	59%-79%	58-Below													

330-Maintenance Stores

Value	Measurement	Target	1st Quarter			2nd Quarter			3rd Quarter			4th Qtr			Responsible	Frequency	Notes
Maintenance Stores	Stock value, annual inventory	NA	\$501,998.45			\$496,310.72			\$500,677.34			\$523,849.07			Work Center Management	Quarter	Azzier report STOCK VALUE. Compare with previous year
Maintenance Stores	annual turnover dollars \$	NA	\$478,838.19			\$507,556.91			\$313,782.26			\$731,120.09			Work Center Management	Quarter	Azzier report STOCK VALUE. Compare with previous year
Dependable Service	Measurements	Target	July	August	September	October	November	December	January	February	March	April	May	June	Responsible	Frequency	Notes
Stock to WO's	On time vs late	90%	93%	89%	87%	83%	83%	79%	78%	78%	75%	80%	84%	81%	Tim Berndtson	Monthly	
Effectiveness/Efficiency	Measurements	Target	July	August	September	October	November	December	January	February	March	April	May	June	Responsible	Frequency	Notes
Request to Purchase Stock on hand	On time (24 hr) completion	90%	76%	76%	84%	84%	96%	95%	85%	92%	78%	89%	91%	83%	Tim Berndtson	Monthly	
Receiving	Received on time after item/product arrives	95%	92%	95%	84%	86%	86%	87%	84%	90%	91%	94%	88%	83%	Tim Berndtson	Monthly	
Development Opportunities	Measurements	Target	FY 16-17												Responsible	Frequency	Notes
Skilled Training	Actual training received VS. estimated or planned	100%	N/A												Manager	Annual	
Safety Training	Actual training received VS. estimated or planned	90%	80%												Safety Coordinator	Annual	

Legend:

330- Work Center

Value	Measurement	Target	FY 16/17												Responsible	Frequency	Notes
Return on Assets (Campus Buildings & Systems)	Life cycle of equipment and systems on campus	100% or Greater	N/A												Tim Berndtson	Annual	Report was corrupt
Dependable Service	Measurements	Target	1st Quarter			2nd Quarter			3rd Quarter			4th Qtr			Responsible	Frequency	Notes
PM Compliance%	Information on how well the PM program is being managed	100%	39%			57%			87%			86%			Richard Bates	Quarterly	
Effectiveness/Efficiency	Measurements	Target	July	August	September	October	November	December	January	February	March	April	May	June	Responsible	Frequency	Notes
Cost Recovery	Complete CRs to CRI Status (less than 5 days)	85%	73%	80%	66%	73%	50%	59%	37%	* 100%	72%	92%	95%	0%	Jeanne Burgin	Monthly	Tim has a report
Event WO's	On time Completion of Event WO's	85%	42%	60%	62%	80%	47%	3%	93%	91%	51%	73%	45%	55%	Tim Berndtson	Monthly	7 Days
Development Opportunities	Measurements	Target	FY 16/17												Responsible	Frequency	Notes
Skilled Training	Actual training received VS. estimated or planned	100%	100%												Manager	Annual	
Safety Training	Actual training received VS. estimated or planned	85%	N/A												Safety Coordinator	Annual	

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

361-Energy & Sustainability

Customer Service	Measurement	Target	July	August	September	October	November	December	January	February	March	April	May	June	Responsible	Frequency	Notes
			FY 16/17														
ESAT	Report on APPA's ESAT/NACUBO tracking system annually	N/A	86												Aspen	Annually	
STARS	Report on AASHE's STARS every 2 years	N/A	Silver												FS Sustainability	Every 2 years	Support AA
Effectiveness/Efficiency	Measurement	Target	July	August	September	October	November	December	January	February	March	April	May	June	Responsible	Frequency	Notes
Energy																	
Overall Energy (Electricity, Natural Gas, Steam, Hydronic)	Average of all energy utilities	25% reduction/FTES versus baseline*	-39%	-32%	-38%	-41%	-35%	-49%	-47%	-43%	-49%	-40%	-28%	-	FS Sustainability	Monthly	
**Electricity	kWh usage measured/billed	25% reduction/FTES versus baseline*	-45%	-44%	-39%	-40%	-36%	-35%	-40%	-34%	-37%	-38%	-22%	-	Coleen	Monthly	
Natural Gas	Therm usage measured/billed	25% reduction/FTES versus baseline*	-35%	-8%	-33%	-41%	-19%	-45%	-38%	-36%	-40%	-38%	-9%	-7%	Coleen	Monthly	
Thermal (Steam, Hydronics)	BTU usage measured/billed	25% reduction/FTES versus baseline*	-36%	-43%	-42%	-43%	-49%	-66%	-63%	-58%	-71%	-44%	-52%	-	Coleen	Monthly	
Greenhouse Gas Emissions	Net emissions in metric tons from Scope 1-3	Reduce to 20% lower than 2008 emissions on a per student basis	-51%												FS Sustainability	Every 2 Years	
Water																	
Potable Water (Absolute)	California State mandated potable water reduction based on HCF	15% reduction versus 2013 baseline	5%	-6%	-15%	-3%	-9%	-5%	-34%	-23%	-24%	-14%	-30%	-8%	Coleen	Monthly	Check % from Camrosa
Potable Water (Normalized)	Campus potable goal on a per FTES basis	20% reduction by 2016 versus 2013 baseline	-23%	-31%	-37%	-29%	-33%	-30%	-51%	-44%	-44%	-37%	-48%	-30%	Coleen	Monthly	Check % from Camrosa
Total Water (Absolute)	CO mandated total water usage (Potable, Recycled) based on HCF	10% reduction by 2016 versus 2013 baseline	-15%	-10%	7%	-20%	-22%	-22%	-37%	-52%	-24%	-13%	-13%	-27%	Coleen	Monthly	
Total Water (Normalized)	Campus total goal on a per FTES basis	25% reduction by 2016 versus 2013 baseline	-38%	-34%	-22%	-41%	-43%	-43%	-54%	-65%	-44%	-36%	-36%	-45%	Coleen	Monthly	
Total Water (Absolute)	CO mandated total water usage (Potable, Recycled) based on HCF	20% reduction by 2020 versus 2013 baseline	-15%	-10%	7%	-20%	-22%	-22%	-37%	-52%	-24%	-13%	-13%	-27%	Coleen	Monthly	
Environmental																	
Waste Reduction	Reduce solid waste disposal based on tons	50% reduction from landfill by 2016 on per student basis	-74%	-72%	-75%	-67%	-73%	-72%	-74%	-72%	-68%	-71%	-65%	-71%	Coleen	Monthly	
Waste Reduction	Reduce solid waste disposal based on tons	80% reduction from landfill by 2020 on per student basis	-74%	-72%	-75%	-67%	-73%	-72%	-74%	-72%	-68%	-71%	-65%	-71%	Coleen	Monthly	

* "BASELINE" - campus baseline is defined as the average from the 2008-2009 and 2009-2010 Fiscal Years
** "Electricity" -Electricity goal is an internal goal determined by past usage and current FTES growth rate

FY 17-18 Proposed Strategic Initiatives



FY17-18 Facilities Services Strategic Initiative Status Report

Strategic Goal	Objective	Planned Activities Initiatives KPIs
Achieve Operational Excellence	Improve customer service	FS will submit a customer service survey in Fall of 2017 that will allow our clients to provide rating of our services and additional feedback that will be used are part of our efforts to provide continuous improvements. <i>This will help us assess the effectiveness of the services we provide and engage the campus on how we can improve upon them.</i>
		Continue to deliver capital projects on time, on budget while increasing/improving the overall project value. <i>This maximizes the value of investment in our facilities to both address enrollment growth and accommodate future flexibility in addressing programmatic needs and changes.</i>
	Prepare for growth	Review our 5-year staffing plan and make adjustments as proposed from the strategic assessment proposed in "Succession Planning" below. <i>Aligning our operations with appropriate service levels to maintain the campus will provide increased revenues that can be used for other uses, including increasing our investment in addressing deferred maintenance issues.</i>
		Establish increased hours of on-campus staffing to support a larger campus population living in Student Housing, support for the University Glen community and increased hours of instruction/support. <i>This has a potential savings of \$25,000 annually.</i>
		Continue to support planning efforts to identify capital projects that will support the campus' enrollment growth. <i>This will serve future enrollment growth, estimated to be approximately 3,000 FTEs over the next decade.</i>
	Share expertise and services	Engage the campus community on infrastructure and sustainable efforts through presentations, support of student/faculty projects and other outreach.
		FS's Sustainability team shall collaborate and support campus initiatives, including tours, mentorship, project collaboration and educational opportunities.
	Succession planning	FS will participate in a strategic assessment from APPA or another peer group to address any organizational changes to the leadership structure to facilitate improved efficiencies in providing support to the University. <i>This will provide a map for increased efficiencies in our operations.</i>
Attract and Retain a Diverse and Talented Staff	Create operations manuals	Continuous review/revisions of the FS Operating Guidelines and Manuals to improve operating efficiencies.
	Foster entrepreneurship	Continue to hold annual strategic planning events with staff and engage / empower employees to identify improvement plans and initiate plans where practical.
		Encourage staff initiatives that improve processes and effectiveness.
	Offer robust development opportunities	Identify and offer skilled training opportunities and review with staff during their evaluations and continue provide training as planned and or as budget allows.
Enhance Resources	Community building	Hold regular team and morale building events that are not work related i.e. horseshoe tournaments, over the line competitions etc. Continue monthly planned events by FS Moral Committee in which offer an extended lunch on quarterly bases for such events – periodically invite other departments to participate.
	Document processes	Have staff continuing to develop/write down processes for critical work performed and train others once developed; enter new ongoing 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)
		Continue to expand Facilities Link data base as a support for FS staff and the broader campus community. <i>This will decrease the amount of time in servicing various infrastructure and building systems maintenance issues by approximately 5-10% of our staff's time on Preventative and Routine Maintenance.</i>
	Streamline processes for timeliness and efficiency	Encourage Process Mapping and Lean Strategy Techniques to streamline processes where feasible. <i>This will streamline our procedures in collaborating with other campus working groups, saving resources.</i>
	Improve reporting	Keep creation of a shared calendar with updated due dates that can be viewed in advance to allow more time for reporting needs.
		Continue audit controls for electronic filing for all capital projects.
Enrich Communications	Improve website	Review and identify how FS website can better support our activities and inform the campus of the initiatives/projects we are working on.
	Increase the variety of communication tools – FAQs, online newsletters, annual disclosures, collaboration tools	Identify additional communication tools that inform the campus of events, projects and potential impacts that might affect the campus’ mission, while improving FS’ effectiveness.