1. Support Services Report Template

Report Info

Name of the person completing this report: Robert Andrews
Title of the person completing this report: Director
Supervisor/dean reviewing report: Jim Zavagno
Name of second reviewer (if necessary): Brad Wells
Service: Manage utilities
Division/College: Administration & Finance

3. Mandated Service

Link to Scoring Rubric

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

State Law: AB 32; AB 75
Executive Order: EO 987

Provide a brief explanation, if necessary, in < 60 words.

AB 32 and EO 987 requires the CSU to manage utilities to achieve specific reduction targets by 2020; AB 75 requires the CSU to achieve specific solid waste diversion targets by 2020

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words

Manage all utilities on campus, including gas, water, electricity, sanitary sewer, solid waste and recycling. This involves tracking and forecasting utility usage, developing strategies for reducing utility usage, working with various local and state utility service providers, and tracking and paying utility bills.

Link to Scoring Rubric

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Students: 20%
Faculty: 20%
Administrators/staff: 20%
Colleges/departments: 20%
Academic Senate and/or committees: 20%
Total: 100%

Link to Scoring Rubric

2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).
Provide a brief narrative (<60 words each) explaining your selection for each area.

<table>
<thead>
<tr>
<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Adequate utility service contributes to the overall ability to create an attractive and functional physical environment that indirectly can attract new potential students and welcome those newly enrolled.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Adequate utility service contributes to the overall functionality and attractiveness of the physical environment that can directly enhance the student learning experience. In addition, this service does provide employment and/or internship opportunities for students, allowing them to develop skills related to energy and utilities.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>While in general this service would have little or no impact on most students once they’ve graduated, for those hired while enrolled at CSUEB it could provide them the needed skills and experience to enter the profession, should they so choose.</td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your choice.

<table>
<thead>
<tr>
<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Failure to provide adequate utility service could impact a prospective students’ decision to attend CSUEB.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Failure to provide adequate utility service could negatively impact the functionality, security and safety of the physical environment on campus that students expect and need to be successful.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Generally speaking, failure to provide adequate utility service would have little or no impact on students once they’ve graduated. However, while enrolled at CSUEB some students would not have the opportunity to perform the duties associated with this service, and therefore would be unable to acquire the skills and experience that might allow them to enter the profession, should...</td>
</tr>
</tbody>
</table>
### 2.4 Alignment with Shared Strategic Commitments

How does this service contribute to or align with **any** of the eight Shared Strategic Commitments (SSC) listed below?

<table>
<thead>
<tr>
<th>SSC</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>Adequate utility service helps to create a safe, comfortable, functional environment that supports and enhances the overall student experience. In addition, this service also provides employment and/or internship opportunities that support a students' overall educational experience.</td>
</tr>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td>Adequate utility service helps to create a safe, comfortable, functional environment that supports and enhances the overall student experience. In addition, this service also provides employment and/or internship opportunities that support a students' overall educational experience.</td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner</td>
<td>Adequate utility service helps to create a safe, comfortable, functional environment that supports and enhances the overall student experience. In addition, this service also provides employment and/or internship opportunities that support a students' overall educational experience.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Adequate utility service helps to create a safe, comfortable, functional environment that supports and enhances the overall student experience. In addition, this service also provides employment and/or internship opportunities that support a students' overall educational experience.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>A major component of managing utility services is the development, implementation and adoption of energy savings and resource conservation practices. In addition, several academic programs have in the past, and will continue to study, utility usage on campus and developed practical recommendations to reduce consumption.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>Adequate utility service helps to create a safe, comfortable, functional environment that supports and enhances the overall student experience. In addition, this service also provides employment and/or internship opportunities that support a students' overall educational experience.</td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</td>
<td>Many of the staff that provide this service have been involved in community outreach efforts, such as the Harder Elementary School renovation in October 2012.</td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</td>
<td>Adequate utility service helps to create a safe, comfortable, functional environment that supports and enhances the overall student experience. In addition, this service also provides employment and/or internship opportunities that support a students' overall educational experience.</td>
</tr>
</tbody>
</table>

### 2.5 How might the demand for this service change over the next five years? (Please choose one category below).

**Likely to increase**

**Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.**

Utility and solid waste costs are expected to continue to rise; as such, the demands of this service to develop energy and solid waste reduction strategies and to better manage utility usage and divert solid waste away from landfills will increase.
5. Quality of Service

Link to Scoring Rubric

3.1 Do you assess the quality of the service you provide?

Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

The method used to assess the quality of this service is through comparative analysis of utility usage and solid waste disposal on campus. Usage and disposal is tracked on either a monthly, quarterly or annual basis, depending on the specific utility, and then compared with the previous month, quarter or year.

Link to Scoring Rubric

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

Working with utility providers - primarily PG&E - has resulted in implementing energy efficiency measures (e.g. new plasma lighting in parking lots) and receiving rebates for savings achieved. Also, working closely with PG&E resulted in a 1.4 megawatt fuel cell being installed on campus. While the electricity generated by the fuel cell goes directly to the public grid (rather than directly to CSUEB) the campus does realize significant energy savings by utilizing the waste heat to heat the swimming pool and several buildings.

Link to Scoring Rubric

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in < 120 words.

Provide a dashboard information system, on a campus website, with real time data of utility usage to the campus community. Establish benchmarking energy goals of building usage to compare and to target energy saving measures for future projects and minor capital improvements. Establish sustainable guidelines to meet mandated goals and to lower greenhouse gas emission levels for the campus.

Link to Scoring Rubric

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Implement additional energy saving measures and renewable energy sources (e.g. photovoltaic, solar thermal, wind) on campus to reduce dependence on utilities. Upgrade metering systems on all utilities to provide real time actual data to target and reduce consumption on high demand utility days. Conduct survey of waste stream in areas that need improvement. Research programs where waste reduction measures have resulted in favorable outcomes.

Link to Scoring Rubric

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes

If yes, describe the process and most recent results in <120 words. If no, please explain.

Informally, the level of satisfaction is gauged by the lack of interruption of unplanned outages that impact the campus community. Also, by the annual expenditures compared to previous years, taking into account changing conditions such as the cost of energy,
3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

This service was not specifically included in the referenced survey.

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

If yes, please describe in <120 words. If no, please explain

Formal guidelines are provided during annual evaluations, and as deemed necessary throughout the year in the form of memos, letters to personnel files, etc. Informal guidelines are articulated and enforced by the manager(s) through everyday interaction, staff meetings, etc.

3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

Yes

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

There are no specific annual goals, but rather constant efforts to incrementally reduce utility usage and increase solid waste diversion, with the ultimate goal of achieving the state mandated targets in 2020 as established by AB 32.

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

Yes

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

As mentioned in 3.8 above, there are no specific annual goals, but rather constant efforts to incrementally reduce utility usage and increase solid waste diversion, with the ultimate goal of achieving the state mandated targets in 2020 as established by AB 32.

6. Efficiency of Service (cost effectiveness)

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

115319

Attach your allocated spreadsheet here.
4.2 Using the spreadsheet provided, please distribute your department's annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

1165

4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

329

Attach your allocated spreadsheet here.
FDO PFD Sheets_9-23-13.xlsx

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

Yes

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

Purchasing updated meters to provide quick, accurate data on utilities which can eventually be integrated into an energy management system to be read remotely.

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

Redefine an existing (soon to be vacant) MPP position and hire a administrator with a strong technical background in utilities and energy management

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Updating all antiquated meters to newer models with remote wireless readability. Integrate the new metering system to a dashboard system of building and campus usage to assist in real time usage and to target energy reduction during peak usage times. Educate and provide constant reminders, either via email, flyers, social network, etc., to campus community regarding participation in energy savings and waste reduction throughout the campus.

4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1 -2 years (e.g. reducing costs, increasing productivity, etc.)?
If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

Plans to improve efficiency do not include reducing salary or use of space. However, as noted in 4.5 and 4.6 above, replacing antiquated meters and introducing more technology will lead to a more efficiently functioning staff, which over time should reduce both salary and operating expenses for a service that is expected to grow over time.

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.

Monitoring of entire campus utility usage, on daily and monthly basis, which currently contains 13 remote meters, and 77 manually read meters. Establish benchmark data to compare future usage and savings. Verified and authorized payment on approximately 80 invoices for East Bay and Concord campus utilities. Established a database of building usage and cost, for 276 utility accounts, within the campus student housing area. Provided utility data for energy saving projects to receive rebate incentives.

7. Other

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

No

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

This is the only service that manages all utilities on campus.

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.