1. Support Services Report Template

Report Info
Name of the person completing this report : Keat Saw
Title of the person completing this report : Director
Supervisor/dean reviewing report : Jim Zavagno
Name of second reviewer (if necessary) : Brad Wells
Service : Perform and manage new construction and renovation
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.
Any other : CSU

Provide a brief explanation, if necessary, in < 60 words.
Education Code 60666 grants the CSU full power and responsibility in the construction and development of its capital program. Health & Safety Code 18934.5 requires the CSU to follow the California Building Code. The CSU is required to coordinate its building official authority with the State Fire Marshal and the Department of State Architect.

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words
Provide planning, design and construction management for new construction and renovation projects. Also, in some instances perform design and construction functions with in-house staff.

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 : 45%
Faculty : 12%
Administrators/staff : 30%
Colleges/departments : 10%
Academic Senate and/or committees : 1%
Alumni : 1%
Community outside University : 1%
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).
<table>
<thead>
<tr>
<th>Area</th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

**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>Effective management of new construction and renovation projects results in an inviting and attractive campus environment that indirectly can attract new prospective 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>Effective management of new construction and renovation projects helps to create an attractive, functional and safe campus environment that directly enhances the student learning experience and the ability to be successful</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>While in general effective management of new construction and renovation projects would have little if any impact on students once they graduate, for those hired for this service 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>

**Link to Scoring Rubric**

2.3 **Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.**

<table>
<thead>
<tr>
<th>Area</th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td></td>
<td>✓</td>
<td></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 effectively manage new construction and renovation projects could result in a degraded campus environment that would in turn 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 effectively manage new construction and renovation projects could result in a degraded campus environment that would negatively impact the physical learning environment that students expect and need to succeed</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Generally speaking, failure to effectively manage new construction and renovation projects would have very little if any 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 so would be unable to acquire the skills and experience that might have allowed them to enter the</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>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td>Many of the administrators and staff associated with this service interact with faculty to provide construction related materials for class experiments, and meet with students individually and collectively to discuss the construction management profession</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>Effective management of new construction and renovation projects serves to create a safe, comfortable and functional environment that directly contributes to the student 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>Effective management of new construction and renovation projects serves to create a safe, comfortable and functional environment that directly contributes to the student 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>Effective management of new construction and renovation projects serves to create a safe, comfortable and functional environment that directly contributes to the student educational experience</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Effective management of new construction and renovation projects includes the implementation of sustainable practices such as the use of recyclable materials, energy efficient materials and equipment, and water conservation</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>-</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 manage new construction and renovation projects 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>-</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.

Given the fact that the average age of buildings at CSUEB is 35 years, significant replacement and/or improvements will need to be made to both the condition and functionality of space. As such, funding to support new construction and renovation projects is expected to increase over the next five year. The need to effectively manage new construction and renovation projects will therefore continue to increase.
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.

In general, the quality of this service is assessed on a project by project basis; that is, was the project completed on time, on budget and within the prescribed scope. If yes, the quality of the service is considered high; if not, the quality of the service is deemed low.

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

Weekly project meetings are held with project managers, as well as representatives from EHS and ITS to ensure proper project coordination. Also, staff attends regular conferences and/or webinars to keep current with CSU requirements and industry standards. And finally, staff is making better use of budgeting tools to not only better monitor project status but to comply with CSUEB and CSU reporting requirements.

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.

Better use of technology, including available project management tools such as budget, scheduling and reporting software, as well as sharing electronically documents such as contracts, change orders and (oftentimes very large) plans and specifications. Given the oftentimes time sensitive nature of project management documentation the ability to immediately review and approve documents is critical to successfully delivering a project on time, on budget and within scope.

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.

Hiring at least one additional project manager in order to be able to more quickly and effectively respond to the many projects expected to occur in the next 3 - 5 years. Also, continue to migrate hard copy, paper plans and drawings to electronic files to allow for quicker access to this critical information

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.

Nothing formal. Informally, the level of satisfaction is assessed on a project by project basis; that is, whether the project was completed on time, within budget and ultimately met the needs of the customer

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached,
This specific service was not included in the referenced survey. The survey did indicate a high usage and importance of both outdoor and indoor space, which suggests it's very important that this service be successful in providing effective management of new construction and renovation projects.

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 as part of the annual performance reviews for all management and staff providing this service. In addition, at the Facilities Development & Operations 'All Hands Meeting', held quarterly, emphasis is always placed on treating everyone, including each other, with civility and respect.

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

No

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:

As mentioned in 3.1 above, the quality of the service is assessed on a project by project basis, rather than annually, as projects tend to occur on an irregular, and oftentimes multi-year, schedule.

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

No

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, the service provided occurs on an irregular, project by project basis, and so varies year to year. The success of this service is therefore predicated on quality rather than quantity.

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.

477569

Attach your allocated spreadsheet here:

FDO PFD Sheets_9-23-13.xlsx
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.

1553

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.

1350

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.

In the last three years two MPP positions providing this service have been eliminated. As part of the associated reorganization the remaining manager(s) and staff have taken on additional duties and responsibilities; the Director of Planning Design & Construction is also the Deputy Building Official, and one of the project managers is also the designated University Architect.

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.

Hiring consultants (e.g. design services, code compliance, etc.) to provide technical services and assistance that are needed on an irregular and interim basis, rather than hiring permanent staff. Also, pre-qualifying reputable, qualified, proven contractors on an 'as-needed' basis, to not only minimize the time and expense of bidding every project individually, but to avoid having unqualified or incapable contractors winning low bid, fee-based only competitions

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.

Hiring at least one additional project manager in order to more effectively and efficiently manage the many projects expected to occur in the next 3 - 5 years. Also, continue to migrate hard copy, paper plans and drawings to electronic files for quicker and more efficient access

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.)?

Yes
Plans to improve efficiency of the service do not include reducing current salary costs or use of space. However, as mentioned in 4.5 above hiring consultants and contractors on an interim, 'as-needed' basis will reduce costs of this service by not having to hire permanent staff for these tasks.

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.

As mentioned in 3.8 above, the service provided occurs on an irregular, project by project basis, and so varies year to year. The success of this service is predicated on quality rather than quantity.

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

No

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in <60 words.

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 provides management of new construction and renovation projects 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.