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: Maintain, repair, operate and clean buildings
Division/College: Administration and Finance

3. Mandated Service

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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 758; AB 1103; AB 75
Executive Order: 847; 987
Title 5: Yes

Provide a brief explanation, if necessary, in < 60 words.
Executive Order No. 847 provides definitions for operations & maintenance, deferred maintenance, capital renewal, and reporting/auditing requirements to assure efficient & effective use of available maintenance funding supporting each appropriate campus. In addition, state law(s) title - 5, AB - 758, AB - 1103, AB - 75, and EO - 987 provide additional maintenance related compliance requirements.

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words
Provide all routine maintenance and emergency repairs of buildings, including ventilation systems (heating and cooling), electrical, plumbing, painting, roofing and locks. Also, provide all custodial services, including cleaning and maintaining floors, walls, windows, furniture, sinks and toilets, and trash removal.

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

Students: 60%
Faculty: 10%
Administrators/staff: 15%
Colleges/departments: 12%
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></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></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>Proper maintenance, operations and cleanliness of the buildings helps to create an inviting 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>Proper maintenance, operations and cleanliness of the buildings helps to create a safe, comfortable environment that directly enhances the student learning experience</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>While in general properly maintaining, operating and cleaning buildings on campus 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>

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></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>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></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 proper maintenance, operation and cleanliness of the buildings 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 proper maintenance, operation and cleanliness of the buildings could negatively impact the physical learning environment that students expect and need to succeed</td>
</tr>
</tbody>
</table>
After college (helping students establish meaningful lifework and be socially responsible contributors to society) Generally speaking, failure to provide proper maintenance, operation and cleanliness of the buildings 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 profession, should they so choose

### Link to Scoring Rubric

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>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</th>
<th>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</th>
</tr>
</thead>
<tbody>
<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>Proper maintenance, operation and cleanliness of the buildings helps to create a safe, comfortable environment that directly enhances 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 lifelong learner</td>
<td>Proper maintenance, operation and cleanliness of the buildings, helps to create a safe, comfortable environment that supports and enhances the overall student experience</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Proper maintenance, operation and cleanliness of the buildings currently includes the implementation of sustainable practices such as energy and water conservation, as well as the use of safe, environment-friendly cleaning products and recycled paper products</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Many of the staff that provide maintenance, operation and cleanliness of the buildings have been involved in community outreach efforts, such as the Harder Elementary School renovation in October 2012</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></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>

### Link to Scoring Rubric

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.

As identified in the CSU ‘Facilities Resource Renewal Model’ (FRRM) the average age of buildings at CSUEB is now 35 years, which represents approximately $93 million in deferred maintenance needs. What this means is major building systems - e.g. ventilation (heating and cooling) - will either need to be replaced or upgraded in the near future, or it will become increasingly more expensive to properly maintain and operate. It will therefore require either a significant upfront capital investment to replace or upgrade equipment, or an ongoing expense to maintain and operate old, outdated equipment.
5. Quality of Service

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 quality of service is measured using a customer satisfaction survey tool that is provided to all campus customers who submit a Work Order Request on the Facilities Development & Operations Computer Maintenance Management System (’CMMS’). The survey specifically asks customers five (5) questions ranking: (1) Overall satisfaction of requested task; (2) Requested work was timely; (3) Work site was left clean; (4) Staff providing work was professional; (5) Open-ended customer written response opportunity.

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

Three specific measures were adopted, as follows: 1) new employees were hired in trades shops with the largest service backlogs; 2) CMMS was upgraded to provide access to real-time customer service requests, including the use of mobile tablets; and 3) an on-campus parts and supplies warehouse operation was established.

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.

The CMMS was upgraded to improve both staffs' and managers' ability to review, schedule and approve work requests. Also, metrics were developed for this service to monitor and measure in detail the type and volume of service requests received, to better understand those areas that need the most attention, and direct resources accordingly.

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.

Based on the findings of the APPA Facilities Performance Indicator Report CSUEB has fifteen (15) fewer FTE for the service than comparably sized public institutions. As such, the first step to improving quality priority is to increase staffing levels in the appropriate trades areas. Equally important is to provide sufficient training to supervisors, as well as training for staff to stay current with industry practices.

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.

As mentioned above in 3.1, a customer satisfaction survey is utilized as part of the CMMS to assess the level of satisfaction with
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.

The results of the recent customer satisfaction survey indicates a high usage and importance of indoor facilities space, which is to be expected. The level of satisfaction is generally consistent with the survey results of the CMMS survey referenced in 3.1 above. While useful to know, the survey doesn’t provide enough detail to understand specifically what the customer(s) like or dislike, so it’s not really possible to translate the findings into actionable tasks.

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?

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.

 No standards have been established for the maintenance and operations of buildings. However, standards for building cleanliness have been established, and inspections conducted daily.

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.

 A target of 85% completion of work orders has been established for building maintenance and operations. Daily, monthly, and annual quality goals and requirements have been established for building cleanliness.

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.

4774534
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.

1176300

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.

16771

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.

A portion of this service - specifically Custodial - has been combined with another service (Grounds) under a single manager, whereas in the past there was a manager for each. The CMMS has been upgraded that will allow staff to open, review and close work orders remotely (via mobile tablets) thereby greatly reducing the amount of paperwork and manual data entry previously required. Also, an on-campus parts and supplies warehouse has been established, providing staff with centralized, convenient access to tools, equipment and materials.

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.

Several ideas are currently under consideration: reinforcing defined job duties of journey level trades staff to undertake a wider range of tasks; provide the necessary training and support to trades level supervisors; better utilize the upgraded CMMS to allow for more efficient tracking of work orders, more specifically time, labor and materials.

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.

Hire a Work Control coordinator to manage the CMMS and more efficiently direct staff, and resources, to respond to work orders as well as preventative maintenance activities. Hire additional trades staff to better address the current (and future) campus deferred maintenance needs, which continues to grow at a rate greater than the capacity of the current staff. Hire additional custodians to
increase the level of cleanliness of campus buildings. Also, as noted in 4.5 above, purchase additional mobile tablets for each trades person.

Link to Scoring Rubric

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

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 costs or use of space. However, as noted in 4.5 and 4.6 above, redefining job duties and purchasing additional mobile tablets will lead to a more efficiently functioning staff, which over time should reduce both salary and operating expenses.

Link to Scoring Rubric

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.

In 2011/2012 this service completed 7,314 customer service requests. This included 6,487 requests submitted on-line by campus customers for maintenance or repairs; 478 requests generated internally (by Facilities Development & Operations) as preventive maintenance; 343 'other' phone-in requests (emergencies, information, etc.); and 6 building renovation projects.

7. Other

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

Yes

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

ASI, Inc. does provide custodial services for three buildings: Recreation and Wellness Center, and the Old and New Unions.

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

With the exception of the limited custodial coverage by ASI described in 5.1, this is the only service that provides routine maintenance, emergency repairs and cleaning of buildings 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.