# 1. Support Services Report Template

**Report Info**
- Name of the person completing this report: Alvaro De Sousa
- Title of the person completing this report: Director
- Supervisor/dean reviewing report: Jim Zavagno
- Service: Oversee department programs and provide administrative support
- Division/College: Administration & Finance
- Name of second reviewer (if necessary): Brad Wells

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# 3. Mandated Service

**Link to Scoring Rubric**

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

   - Campus Policy: Yes
   - Executive Order: 757

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

Executive Order 757 charges the president with providing appropriate resources to meet the requirements of proper operations and maintenance of the physical plant. Current campus policy is that large departments such as Facilities Development & Operations, with a staff of over 100, have an administrative unit in place that provides leadership, administration compliance and fiscal oversight services for the department.

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# 4. Importance of Service

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

Provide strategic and operational guidance for services provided by departments within Facilities Development & Operations. Allocate resources to departments and projects adequate to achieve their objectives.

**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: 5%
- Faculty: 5%
- Administrators/staff: 80%
- Colleges/departments: 3%
- Academic Senate and/or committees: 1%
- Alumni: 1%
- Community outside University: 5%
- 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>Providing effective management and administrative support to Facilities Development &amp; Operations is necessary to ensure a safe, clean and attractive physical space that indirectly can attract potential new 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>Providing effective management and administrative support to Facilities Development &amp; Operations is necessary to ensure a safe, clean and attractive physical space that can directly enhance 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 providing effective management and administrative support to Facilities Development &amp; Operations 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></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>
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<td></td>
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<td></td>
<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 effective management and administrative support to Facilities Development &amp; Operations could result in an unsafe, unclean and unattractive physical environment that could impact a perspective 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 effective management and administrative support for Facilities Development &amp; Operations could result in unsafe, unclean and unattractive space on campus that could 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 provide effective management and administrative support for Facilities</td>
</tr>
</tbody>
</table>
Students establish meaningful lifework and be socially responsible contributors to society

Development and Operations would have 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>Shared Strategic Commitments</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>Provide the necessary leadership and administrative support to Facilities Development &amp; Operations departments to ensure the campus is a clean, safe, and comfortable learning environment.</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>Provide the necessary leadership and administrative support to Facilities Development &amp; Operations departments to ensure the campus is a clean, safe, and comfortable learning environment. In addition, this service 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>Provide the necessary leadership and administrative support to Facilities Development &amp; Operations departments to ensure the campus is a clean, safe, and comfortable learning environment.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td>Provide the necessary leadership and administrative support to ensure Facilities Development &amp; Operations is successful in implementing sustainable practices such as energy savings and resource conservation.</td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>Provide the necessary administrative and fiscal support utilizing innovative, smart and sustainable business practices, and sharing with the campus community the results and effectiveness of these practices.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>Many of the staff that provide this service have been involved in community outreach efforts, such as the Harder Road Elementary School renovation in October 2012.</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.

In general, Facilities Development & Operations is not expected to grow significantly over the next five years. However, the demand to provide effective leadership and more efficient and effective administrative and fiscal support 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.

Annual performance reviews are used to evaluate leadership and oversight effectiveness, as well as overall administrative and fiscal support. Monthly budget meetings are held to review expenses and ensure spending is occurring within the prescribed budget limits.

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.

The position of Director of Business Operations was created to manage budget, personnel and related administrative related functions for Facilities Development & Operations. Also, weekly meetings with the AVP and Directors of each department have been established to ensure more effective oversight, as well as to foster more communication and coordination between the departments.

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.

The majority of efforts to improve quality revolve around better use of technology. Facilities Development & Operations is currently upgrading the Computer Maintenance Management System (CMMS) to not only make it easier to use for customers to submit work orders, but for staff to collect and analyze electronically useful data associated with the work orders. Efforts are also underway to reduce the use of paper and rely more on electronic means for business processes.

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.

Hire a Work Control Coordinator to manage the Computer Maintenance Management System, and to collect, analyze and disseminate data gleaned from the system, to better understand where limited maintenance and operations resources should be directed, and to respond more quickly to customer work order requests.

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.

Nothing formal. Daily communication occurs between management and staff as to the effectiveness of administrative support. Weekly meetings are held with the Vice President of Finance and Administration to obtain feedback on operational as well as oversight effectiveness.
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 included in the reference 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 as part of the annual performance reviews for all management and staff. In addition, at the Facilities Development & Operations 'All Hands Meetings', held quarterly, emphasizes 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.

The Vice President for Administration and Finance provides goals for oversight - that is, providing strategic and operational guidance, as well as the allocation of resources - as part of the annual performance review process.

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.

No such goals have been established, as the success of this service is 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.

557962

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.

97171

Link to Scoring Rubric

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.

1847

Attach your allocated spreadsheet here.

FDO PFD Sheets_9-23-13.xlsx

Link to Scoring Rubric

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 Computer Maintenance Management System has been upgraded that will allow for better collection, analysis and dissemination of work order data, which in turn will lead to better understanding where limited maintenance and operations resources should be directed, and to respond more quickly to customer work order requests. Also, an on-campus parts and supplies warehouse operation has been established, allowing for better tracking and control of campus assets and maintenance inventory levels.

Link to Scoring Rubric

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.

Providing mobile tablets to trades staff that link directly with the Computer Maintenance Management System. This allows for instantaneous access to and the ability to update - for example, work order status - in the field, rather than having to do so in the office at a desktop.

Link to Scoring Rubric

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 a Work Control Coordinator to manage the Computer Maintenance Management System would allow and to collect, analyze and disseminate data gleaned from the system, to better understand where limited maintenance and operations resources should be directed, and to respond more quickly to customer work order requests. Also, per 4.5 above, purchase additional mobile tablets for each trades staff 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.)?
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 of the service do not include reducing salary costs or use of space. However, per 4.5 and 4.6 above, purchasing additional mobile tablets and hiring a Work Control Coordinator would ultimate result in more efficient business processes, which over time would reduce operating expenses.

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.

The output of this service is really not quantifiable. As mentioned in 3.9 above, 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?

Yes

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

Most large departments on campus have similar responsibilities to provide leadership and strategic direction for their respective areas, as well as provide administrative support and fiscal oversight.

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

While the service itself is not necessarily unique or distinction, Facilities Development & Operations - the organization for which it provides leadership, strategic direction and overall administrative support - - does provide unique services.

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.