

February Brown Bag Lunch Presentations

Presentation 1: PM Overview

Presentation 2: FM Hiring Update

Presentation 3: FM Metrics



UC San Diego



Project Management
Facilities Management
Supporting Educational and Research Environments



FM Project Management

February 2018

Project Management Mission

Provide leadership in advancing the renovation and alteration of facilities and infrastructure in support of the education and research mission of UC San Diego. Responsibly manage the project's schedule, cost, scope, and quality to meet the customer's needs and achieve a successful project outcome.



UC San Diego



Project Management
Facilities Management
Supporting Educational and Research Environments

Unit Overview

The core function of the PM team is to manage scope, budget, schedule, and quality.

- Annual Construction Execution = \$40M - \$45M
- Annual Projects Completed = 600
- Average Projects per PM = 25 - 30
- 85% of Project Volume is under \$50K
- 12% of Project Volume is between \$50K & \$750K
- 3% of Project Volume is over \$750K



FM and CPM (FD&C)

FM Manages:

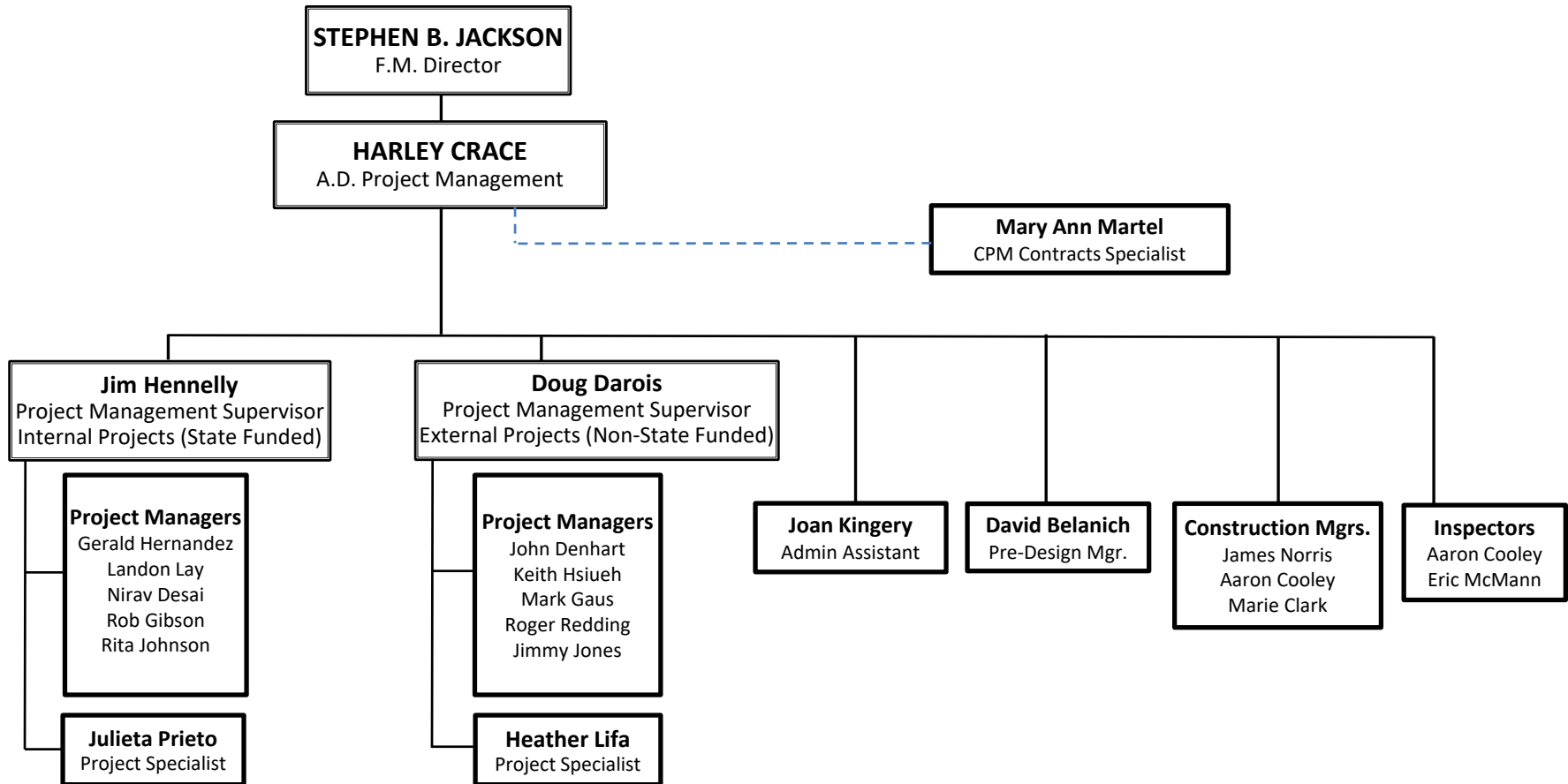
- Renovation & Alteration Projects under \$750K
- Deferred Maintenance Projects
- Strategic Energy Projects

CPM Manages:

- Renovations over \$750K
- Capital Utility Projects
- New Construction



FM Project Management Organizational Chart



Pre-Design Manager

The FM Pre-Design Manager's role is to provide and develop Project Charters for Renovation Projects with expected budgets between \$250K and \$750K.

What is a Project Charter:

- High level cost estimate for renovations (typically associated with Faculty recruitments).
- High level program summary of scope considerations including equipment HVAC and electrical requirements, ADA concerns, campus approval requirements, expected schedule, etc.

Things to Consider:

- The service is funded by VC Matthews' office so there is no charge to the customer.
- Projects with an expected budget over \$750K should be managed/created by Paul Wraa at CPM.
- The Project Charter is a decision making tool, not a budget.
- Target turnaround time is 10 days from the time we have a meeting on-site with the PI and MSO/Department Contact.
- Projects with an expected completion date inside 14 months should not use a Project Charter, we're outside the time window where it's effective.

UC San Diego



Project Management
Facilities Management
Supporting Educational and Research Environments

Project Manager Role

Scope:

- Facilitate scope development
- Manage cost effective design solutions
- Obtain design & agency approvals

Budget:

- Provide budget estimates to client for review and approval
- Facilitate project fund transfers with Capitol Planning
- Provide cost forecasts during construction

Schedule:

- Provide timely project schedules before and during construction

Quality:

- Ensure compliance with federal, state, local and campus codes and building standards

UC San Diego



Project Management
Facilities Management
Supporting Educational and Research Environments

Recharge Structure (new)

On July 1, 2017 FM Project Management moved to hourly recharge rates to better match CPM's structure.

Facilities Management	
Title	Rate
AVC	N/A
Director	N/A
Assistant Director	\$165/HR
PM Supervisor	\$160/HR
PM	\$125/HR
I.O.R.	\$125/HR
FM Admin	\$85/HR
Contracts Assistant	\$60/HR

Capital Program Management (CPM)	
Title	Rate
AVC	\$240/HR
Director	\$175/HR
Assistant Director	N/A
Program Manager	\$125/HR
PM	\$125/HR
I.O.R.	\$125/HR
Admin	\$60/HR
Contracts Assistant	\$60/HR

Productivity Breakdown (except A.D.):

- Vacation & Sick Leave (320 HRS +/-) = 15% of Time
- Training & Internal FM Meetings (80 HRS) = 3.5% of Time
- Billed Directly to Projects (1688 HRS) = 81.5% of Time



Renovation/Budget Forms

UC San Diego

MINOR CAPITAL IMPROVEMENT PROJECT APPROVAL
for Projects with Total Budget \$35,001 - \$750,000

ORIGINATING DEPARTMENT:

Department/VC Area _____

Authorizing Party (Vice Chancellor/Vice Chancellor's Representative)

Name _____

Title _____

Signature _____

Date _____

Initiating Party (Dean, Provost, Departmental Head, MSO)

Name _____

Title _____

Signature _____

Date _____

Department Contact

Name _____

Title _____

Phone _____

Contact Email _____

UC San Diego



Project Management
Facilities Management
Supporting Educational and Research Environments

Renovation/Budget Forms

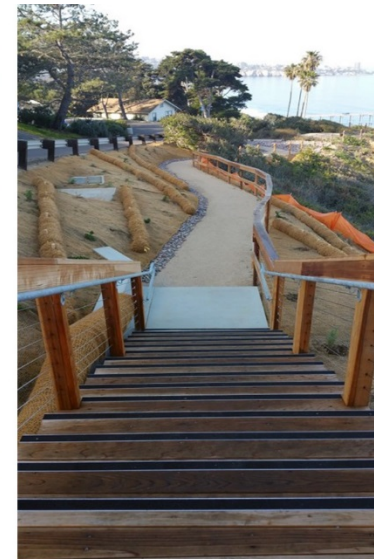
Explaining the Form:

- Department Contact will be filled out by PM, Initiating Party may be filled out by PM or may be left blank. The Department/VC Area is the party authorized by the VC to move the project forward, this may be the Dean's office or similar so in most cases the Initiating Party and the Authorizing Party is the same person or group.
- The majority of the first page will be filled out by the PM, the customer should check to confirm if Federal or State funds will be used.
- On the Second page the customer fills in the index information so that Capital Planning can secure and transfer the funds into a separate "Plant Account".

When will the money be returned?

- Typically final payments are made to the contractor 45 - 60 days after they leave your project and the campus internal charges run a similar cycle. After this time period there are additional things that have to happen pushing the return out another 30-60 days (90-120 days after the contractor walks out of your life).





UC San Diego Facilities Management



UC San Diego



Project Management
Facilities Management
Supporting Educational and Research Environments

FM Hiring Plan Update February 2018

Facilities Management

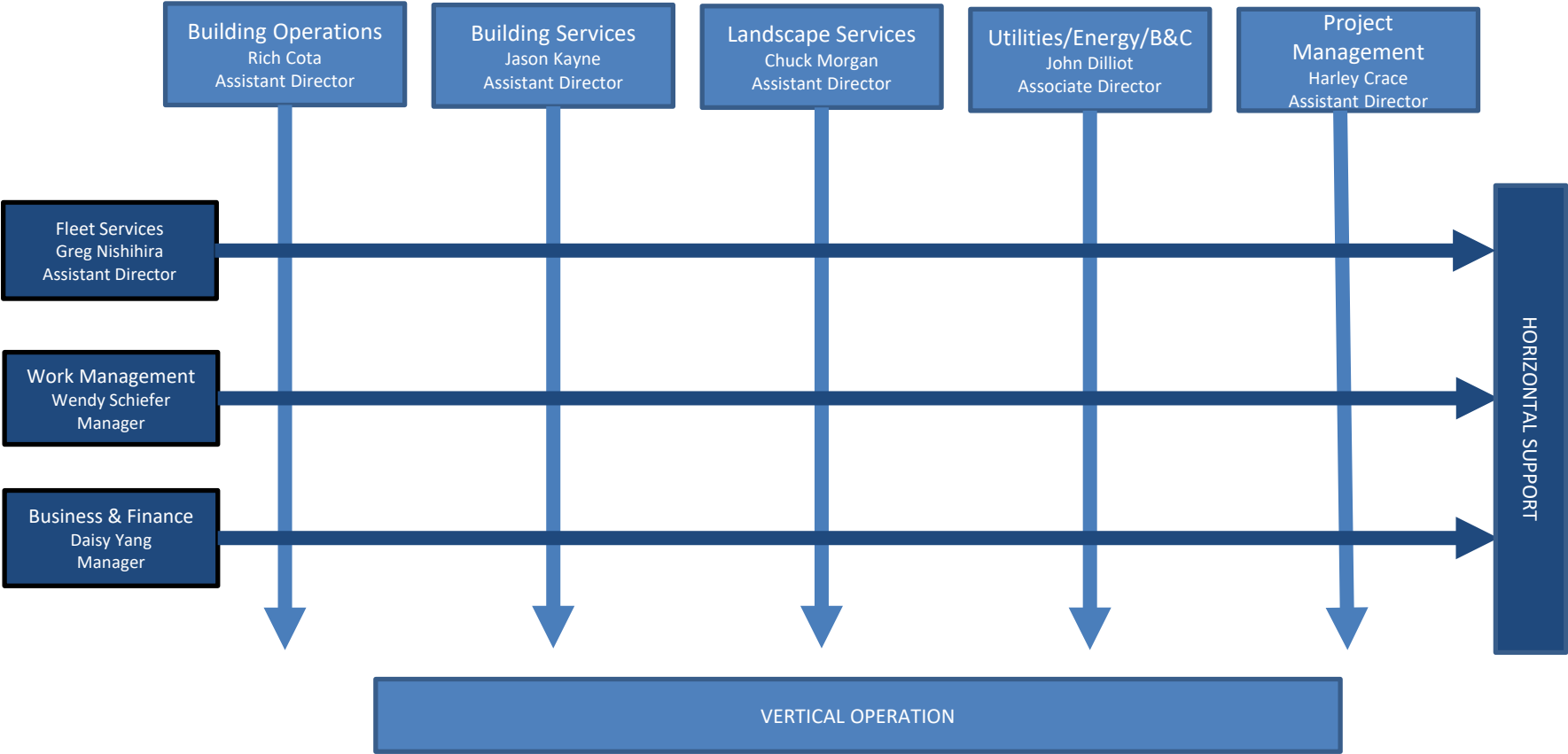
Facilities Management Mission

Provide top quality support across our spectrum of services – building operations, building services, landscape services, energy & utilities services, and project management - that is responsive, service-oriented, effective, and environmentally-focused.

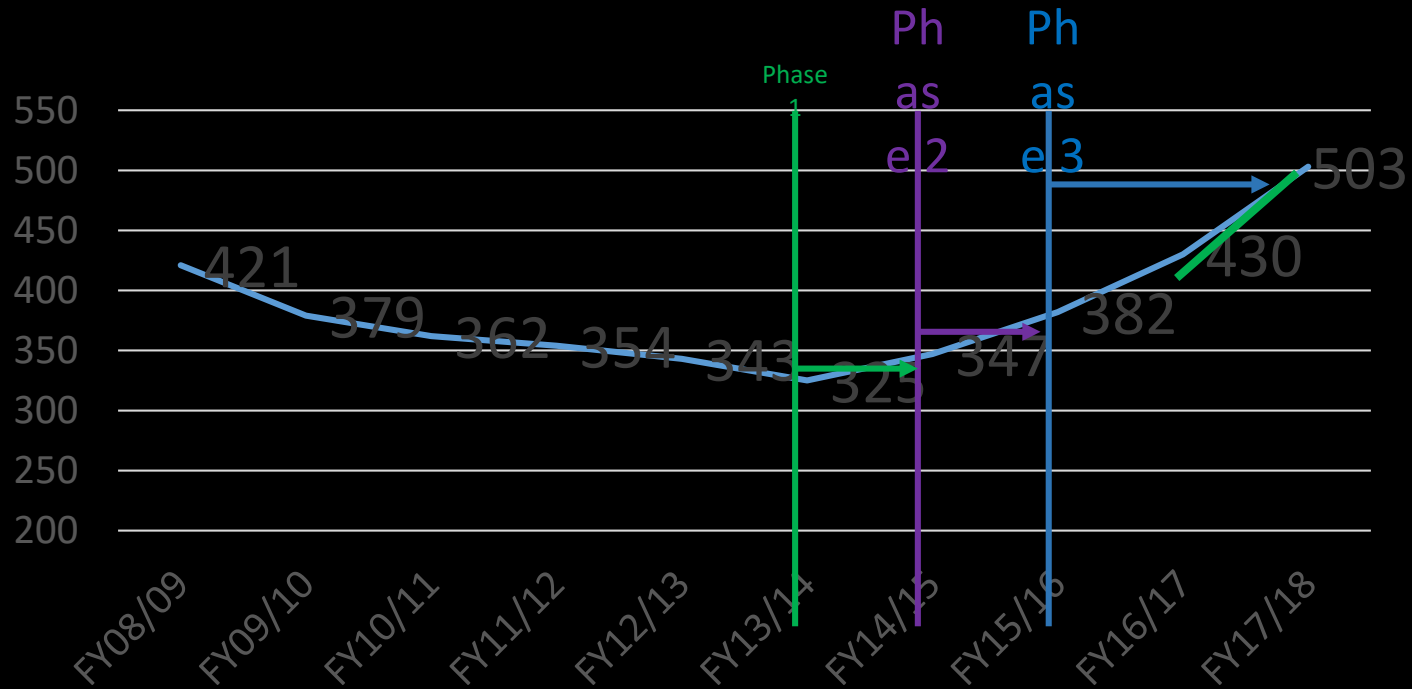
FM Focus Areas

- 1) People: All FM personnel are valued professionals, each of whom plays an important part in supporting the overall organization.
- 2) Customers: Take ownership of our customer's issues and strive to increase quality, responsiveness, communication, cost effectiveness, and transparency.
- 3) Operations: Successfully execute work to meet or exceed our client's expectations and strive to increase our capability, productivity, and effectiveness through continuous process improvement.

FM Organization Structure



FM STAFFING LEVELS



Implemented hiring plan to address staffing Gap

LEVEL	SQ/ FT PER PERSON	SERVICE LEVEL DEFINITION	FTE's	Add'l FTE Need
1	<30K	Showpiece Facility	309	235
2	30k - 60K	Comprehensive Stewardship	206	132
3	60K - 75K	Managed Care	155	81
4	75K - 100K	Reactive Management	124	50
5	>100K	Crisis Response	93	19
	125		673	0

LEVEL	ACRES PER PERSON	SERVICE LEVEL DEFINITION	FTE's	Add'l FTE Need
1	0.5	WORLD CLASS: Formal Garden	1,868	1,842
2	5	WELL MANICURED: Few Flaws	167	141
3	10	WELL MAINTAINED: Some Flaws	83	57
4	15	MODERATE MAINTENANCE	56	30
5	20	FLAWED: Declining Landscape	42	16
	32		26	

LEVEL	SQ/ FT PER PERSON	SERVICE LEVEL DEFINITION	FTE's	Add'l FTE Need
1	8,400	Showpiece Facility	1176	1035
2	18,000	Comprehensive Stewardship	549	408
3	30,000	Managed Care	329	188
4	54,000	Reactive Management	183	42
	67,000		141	0
5	145,000	Crisis Response	68	-80

Priorities & Strategy

Priority

- 1) Backfilling Vacancies – Immediate Need
- 2) New Buildings coming online – Near-term Need
- 3) FM Growth (Phase 1, 2, & 3) – Ultimate Need

Strategy: Fill as many Priority 1, 2, & 3 positions per recruitment as possible – continue cycling recruitments until all positions are filled.

Backfilling Vacancies

- Positions vacated from JANUARY 1, 2014 – February 28, 2018 (automatic backfill of those positions unless FM leadership determines the position is no longer required).
 - **164 Positions Vacated**
 - **129 Back-Filled (2 offers accepted; start dates identified for March/April)**
 - **35 Remaining**
 - 1 offer made; pending candidate decision
 - 5 candidates identified for hire
 - 7 vacancies in recruitment
 - 22 vacancies pending action

Hiring Plan Status as of 28FEB18

Phase 1:

- 30 Positions Identified
- 29 Candidates Hired
- 1 Vacancy Remaining
 - 1 JD update remaining

Phase 2: COMPLETED

- 16 Positions Identified
- 16 Candidates Hired

Hiring Plan Status as of 28FEB18

Alternative Funding:

- 44 Positions Identified (20 positions added in November 2016)
 - 4 positions cancelled, 2 positions on hold; 38 positions remaining
- 33 Candidates Hired
- 5 Vacancies Remaining
 - 1 candidate identified for hire
 - 4 vacancies pending action

Phase 3:

- 94 Positions Identified
- 91 Candidates Hired (1 offer accepted; start date identified for March)
- 3 Vacancies Remaining
 - 2 candidates identified for hire
 - 1 vacancy pending recruitment

Backfilling Vacancies Hiring Plan Progress (1/1/2014-2/28/2018)

Date Vacated	Position	Hiring Status
1/3/2014	Carpenter	HIRED
1/21/2014	Electrician	HIRED
2/28/2014	Building Maintenance Worker	HIRED
3/25/2014	Carpenter	HIRED
4/8/2014	Landscape Tech	HIRED
5/2/2014	Sr. Custodian	HIRED
5/12/2014	ENGR ASC	HIRED
6/27/2014	Sr. Custodian Supervisor	HIRED
6/27/2014	Sr. Custodian	HIRED
6/27/2014	Painter	HIRED
6/27/2014	Painter	HIRED
6/27/2014	Landscape Tech	HIRED
6/27/2014	Plumber	HIRED
6/27/2014	Prin Lab Mechanician	HIRED
9/10/2014	Sr. Custodian	HIRED
11/5/2014	Systems Operator	HIRED
12/12/2014	Superintendent	HIRED
12/21/2014	Electrician	HIRED
1/2/2015	Sr. Custodian	HIRED
1/18/2015	Lead Custodian	HIRED
1/30/2015	Superintendent	HIRED
2/27/2015	Assistant Director - PM	HIRED
2/27/2015	Painter/Signmaker	HIRED
2/28/2015	Superintendent	HIRED
3/4/2015	Landscape Technician	HIRED
3/6/2015	Sr. Custodian	HIRED
4/30/2015	Admin Analyst	HIRED

Backfilling Vacancies Hiring Plan Progress (1/1/2014-2/28/2018)

Date Vacated	Position	Hiring Status
5/12/2015	Sr. Building Maintenance Worker	HIRED
5/14/2015	Sr. Custodian	HIRED
5/19/2015	Administrative Analyst	OFFER MADE, PENDING CANDIDATE DECISION
5/25/2015	Systems Operator	HIRED
5/25/2015	Refrigeration Mech	HIRED
5/31/2015	Principle Lab Mechanician	HIRED
6/11/2015	Sr. Custodian	HIRED
6/28/2015	IPE	CONVERTED FROM PAINTER TO IPE POSITION PER DEPARTMENT REQUEST; JD UNDER REVIEW
6/29/2015	Blank Ast 3	HIRED
6/29/2015	Sr. Custodian	HIRED
6/29/2015	Admin Analyst	HIRED
6/29/2015	Sr. IPE	HIRED
6/29/2015	Electrician	HIRED
6/30/2015	Lead Custodian	HIRED
6/30/2015	Sr. IPE	HIRED
7/15/2015	Sr. IPE	HIRED
8/3/2015	Grounds Equipment Operator	JD UNDER REVIEW
9/18/2015	Sr. IPE	HIRED
9/28/2015	Refrigeration Mech	HIRED
9/30/2015	Sr. Custodian	HIRED
10/12/2015	Sr. Custodian	HIRED
10/29/2015	Sr. IPE	CANCELLED CONTRACT POSITION; ADDED CAREER POSITION TO ALTERNATIVE FUNDING/RECHARGE
11/13/2015	Building Maintenance Worker	HIRED
12/2/2015	Plumber	HIRED
12/18/2015	Locksmith	HIRED
12/18/2015	Landscape Technician	HIRED
12/21/2015	Sr. Custodian	HIRED
12/23/2015	Sr. Custodian Supervisor	HIRED

Backfilling Vacancies Hiring Plan Progress (1/1/2014-2/28/2018)

Date Vacated	Position	Hiring Status
1/6/2016	Electrician	HIRED
1/19/2016	Sr. Building Maintenance Worker	HIRED
1/20/2016	Sr. Custodian	HIRED
1/29/2016	Lead Landscape Technician	HIRED
2/16/2016	Sr. Custodian	HIRED
2/19/2016	Superintendent (Grounds)	HIRED
2/28/2016	Central Utility Plant Operator	HIRED
3/31/2016	Grounds Equipment Operator	HIRED
4/4/2016	Sr. Building Maintenance Worker	HIRED
4/12/2016	Sr. Custodian	HIRED
4/19/2016	Principal Lab Mechanician	JD UNDER REVIEW; ON HOLD PER DEPARTMENT
4/29/2016	Maintenance Mechanic	HIRED
5/2/2016	Admin Analyst	HIRED
5/12/2016	Sr. Custodian Supervisor	HIRED
5/27/2016	Sr. IPE	HIRED
5/27/2016	Sr. IPE	HIRED
5/27/2016	Lead Landscape Technician	HIRED; CONVERTED FROM LANDSCAPE TECH TO LEAD LANDSCAPE TECH POSITION PER DEPARTMENT REQUEST
6/3/2016	Assistant 3	HIRED
6/20/2016	Maintenance Mechanic	HIRED
6/29/2016	Carpenter	HIRED; CONVERTED FROM LEAD CARPENTER TO CARPENTER PER DEPARTMENT REQUEST
6/29/2016	Sr. Custodian	HIRED
6/29/2016	Sheetmetal Worker	HIRED
7/1/2016	Sr. IPE	HIRED
7/1/2016	Maintenance Mechanic	HIRED
7/8/2016	Maintenance Systems Operator	HIRED
7/11/2016	Maintenance Mechanic	HIRED

Backfilling Vacancies Hiring Plan Progress (1/1/2014-2/28/2018)

Date Vacated	Position	Hiring Status
8/1/2016	Sr. IPE	HIRED
8/4/2016	Sr. Building Maintenance Worker	HIRED
8/8/2016	Maintenance Mechanic	HIRED
8/11/2015	Electrician	HIRED
8/15/2016	Sr. Custodian	HIRED
9/16/2016	Sr. Custodian	HIRED
9/26/2016	Associate Engineer	HIRED
9/30/2016	Plumber	HIRED
9/30/2016	Sr. Custodian	HIRED
10/6/2016	Lead Custodian	HIRED
10/10/2016	Lead Custodian	HIRED
10/24/2016	Landscape Technician	HIRED
10/24/2016	Landscape Technician	HIRED
10/24/2016	Landscape Technician	HIRED
10/31/2016	Sr. Custodian	HIRED
12/1/2016	Landscape Technician	HIRED
12/1/2016	Sr. Building Maint. Worker (Landscape Services)	CANCELLED; FUNDING WAS FROM SPORTS FIELDS
12/5/2016	Sr. Custodian	HIRED
12/13/2016	Sr. Building Maintenance Worker	HIRED
12/15/2016	Sr. Building Maintenance Worker	HIRED
12/18/2016	Sr. Building Maintenance Worker	HIRED
12/21/2016	Sr. IPE	HIRED
1/19/2017	Carpenter	HIRED
1/30/2017	Sr. Custodian	HIRED
1/31/2017	Building Maintenance Worker* CONVERTED FROM SR. CUSTODIAN TO BMW POSITION PER DEPARTMENT	CANDIDATE POOL EXHAUSTED; REPOSTING PENDING

Backfilling Vacancies Hiring Plan Progress (1/1/2014-2/28/2018)

Date Vacated	Position	Hiring Status
2/1/2017	Sr. Custodian	HIRED
2/2/2017	Sr. Custodian	HIRED
2/10/2017	Sr. IPE	HIRED
3/20/2017	Sr. Custodian	HIRED
4/1/2017	Sr. Custodian	HIRED
4/14/2017	Utilities Analyst	HIRED
4/25/2017	Sr. Custodian (Floor Care)	CONVERTED TO FLOOR CARE POSITION; JD IN FINAL STAGES
5/1/2017	Sr. Custodian	CANDIDATE IDENTIFIED
5/30/2017	Electrician	HIRED
5/31/2017	Sr. Custodian	HIRED
6/9/2017	Recycling Refuse Services Supervisor	CANDIDATE DECLINED OFFER; JD UNDER REVIEW
6/12/2017	Lead Systems Operator (HVAC)	HIRED
6/23/2017	Sr. Custodian (Floor Care)	CONVERTED TO FLOOR CARE POSITION; JD IN FINAL STAGES
6/28/2017	Maintenance Electrician	OFFER ACCEPTED; START DATE IDENTIFIED FOR 3/2018
6/29/2017	CUP Operator	HIRED
6/29/2017	Engineering Tech Supervisor 2	HIRED
6/29/2017	CUP Operator	HIRED
6/29/2017	Lead Custodian	HIRED
6/30/2017	Sr. Custodian (Floor Care)	CONVERTED TO FLOOR CARE POSITION; JD IN FINAL STAGES
6/30/2017	Sr. Custodian (Floor Care)	CONVERTED TO FLOOR CARE POSITION; JD IN FINAL STAGES
6/30/2017	Landscape Technician	HIRED
6/30/2017	Storekeeping Supervisor 1	HIRED
6/30/2017	Custodial Supervisor 2 (Nights Superintendent)	HIRED
6/30/2017	Sr. Custodian (Floor Care)	CONVERTED TO FLOOR CARE POSITION; JD IN FINAL STAGES
6/30/2017	Sr. Custodian (Floor Care)	CONVERTED TO FLOOR CARE POSITION; JD IN FINAL STAGES
6/30/2017	Lead High Voltage Electrician	HIRED
6/30/2017	Carpenter	HIRED

Backfilling Vacancies Hiring Plan Progress (1/1/2014-2/28/2018)

Date Vacated	Position	Hiring Status
6/30/2017	Plumber	RECRUITMENT IN PROGRESS
7/17/2017	Maintenance Mechanic	HIRED
7/17/2017	Maintenance Systems Operator	HIRED
7/19/2017	Sign Shop Painter	HIRED
7/24/2017	Sr. BMW	HIRED
7/27/2017	Sr. Custodian	CANDIDATE POOL EXHAUSTED; REPOSTING PENDING
8/15/2017	Maintenance Mechanic	HIRED
8/25/2017	Sr. Custodian	HIRED
8/31/2017	Sr. Custodian	CANDIDATE IDENTIFIED
9/1/2017	Maintenance Mechanic	HIRED
9/11/2017	Sr. Storekeeper	JD UNDER REVIEW
9/12/2017	Principal Lab Mechanician	PENDING POSTING
9/18/2017	Sr. Custodian Supervisor	HIRED
9/27/2017	Sr. Custodian	SHIFT CHANGE; VACANCY MOVED TO NIGHTS; POSTING PENDING
10/9/2017	Maintenance Systems Operator	RECRUITMENT IN PROGRESS
10/18/2017	High Voltage Electrician	PENDING POSTING
10/23/2017	Sr. Custodian	SHIFT CHANGE; VACANCY MOVED TO NIGHTS; POSTING PENDING
10/31/2017	Lead Custodian	RECRUITMENT IN PROGRESS
10/31/2017	Sr. Custodian	HIRED
10/31/2017	Sr. Custodian Supervisor	RECRUITMENT IN PROGRESS
11/2/2017	Sr. Custodian Supervisor (Nights)	POSTING PENDING
11/28/2017	Sr. Custodian	POSTING PENDING
11/30/2017	Plumber	RECRUITMENT IN PROGRESS
12/6/2017	Sr. IPE	CANDIDATE IDENTIFIED
12/14/2017	Sr. BMW	OFFER ACCEPTED; PENDING START DATE
1/1/2018	Maintenance Systems Operator	POSTING PENDING
1/4/2018	Sr. BMW	RECRUITMENT IN PROGRESS

Backfilling Vacancies Hiring Plan Progress (1/1/2014-2/28/2018)

Date Vacated	Position	Hiring Status
1/22/2018	Landscape Technician	HIRED
1/22/2018	Landscape Technician	CANDIDATE IDENTIFIED
1/29/2018	Sr. Custodian	PENDING POSTING
1/31/2018	CUP Operator	RECRUIT REPLACE AT LEAD LEVEL; PENDING POSTING
2/6/2018	Sr. Custodian Supervisor	RECRUITMENT IN PROGRESS
3/2/2018	Sr. IPE	CANDIDATE IDENTIFIED

Phase 1 Hiring Plan Progress

Unit	Priority	Position	Hiring Status
Bldg Ops	1	Lead Systems Operator (HVAC)	HIRED
Bldg Ops	2	Admin. III	HIRED
Bldg Ops	3	Main Campus Graveyard Watch (Maintenance Mech)	HIRED
Bldg Ops	4	SIO Graveyard Watch (Maintenance Mech)	HIRED
Utilities	5	Energy/Utilities/BC Analyst (state)	JD IN PROGRESS
BLS	6	Custodial Supervisor - Sr (Day)	HIRED
BLS	7	Custodial Supervisor - Sr (Night)	HIRED
Bldg Ops	8	SIO Swing Shift Watch (Maintenance Mech)	HIRED
Bldg Ops	9	Main Campus Swing Shift Watch (Maintenance Mech)	HIRED
Bldg Ops	10	Plumber	HIRED
Bldg Ops	11	Electrician (Relamper)	HIRED
Bldg Ops	12	BAS SUPERINTENDENT	HIRED
BLS	13	Sr Custodian (Day)	HIRED
BLS	14	Sr Custodian (Night)	HIRED
BLS	15	Sr Custodian (Day)	HIRED
Bldg Ops	16	Sr. Building Maintenance Worker (Relamper)	HIRED
Bldg Ops	17	Fire Alarm Tech (Fire Alarm Tech Spec)	HIRED
Bldg Ops	18	Superintendent (SIO)	HIRED
Bldg Ops	19	Superintendent (Gen. Elec)	HIRED
Utilities	20	High Voltage Supervisor (State)	HIRED
BLS	21	Sr Custodian (Day)	HIRED
BLS	22	Sr Custodian (Night)	HIRED
BLS	23	Sr Custodian (Day)	HIRED
BLS	24	Sr Custodian (Night)	HIRED
Bldg Ops	25	Superintendent (Relamp)	HIRED
Bldg Ops	26	Electrician (General)	HIRED
Work Management	27	Customer Service Representative	HIRED
Bldg Ops	28	Main Campus Graveyard Watch (Maintenance Mech)	HIRED
Bldg Ops	29	Electrician (General)	HIRED
Utilities	30	Sr. Custodian	HIRED

Phase 2 Hiring Plan

Progress

Unit	Priority	Position	Hiring Status
BLS	31	Sr. Custodian	HIRED
BLS	32	Sr. Custodian	HIRED
BLS	33	Sr. Custodian	HIRED
BLS	34	Sr. Custodian	HIRED
BLS	35	Building Maintenance Worker	HIRED
Bldg Ops	36	Sr. BMW (Relamper)	HIRED
Bldg Ops	37	Sr. BMW (Metasys)	HIRED
Bldg Ops	38	Superintendent (Trades)	HIRED
Bldg Ops	39	Plumber	HIRED
BLS	40	Sr. Custodian Supervisor	HIRED
BLS	41	Sr Custodian (Night)	HIRED
BLS	42	Sr Custodian (Day)	HIRED
Bldg Ops	43	Sr. BMW (Lock Shop)	HIRED
Bldg Ops	44	Sr. BMW (SIO)	HIRED
Bldg Ops	45	Sr. BMW (Plumbing)	HIRED
Bldg Ops	46	AC/R tech (Weekend)	HIRED

Alternative Funding Progress

1) Recharge & Purchased Utilities based on workload

Unit	Priority	Position	Hiring Status
Utilities	1	Meter Electrician (Non State)	HIRED
Utilities	2	CUP Instrument & Controls Tech (Non State)	HIRED
Utilities	3	MBCx Engineer (Non State)	CANDIDATE IDENTIFIED
Bldg Ops	4	Building Systems Operator (Metasys)	HIRED
Bldg Ops	5	Plumber (Weekend)	HIRED
Bldg Ops	6	BSO (Metasys)	HIRED
Bldg Ops	7	Sr. BMW (Metasys)	HIRED
Bldg Ops	8	Painter/Sign Maker	HIRED
Bldg Ops	9	Sr. BMW (Plumbing)	HIRED
Project Management	10	Contract Specialist	HIRED
Project Management	11	Project Specialist	HIRED
Project Management	12	Project Specialist	HIRED
Bldg Ops	13	IPE Mechanical	JD IN FINAL STAGES
Bldg Ops	14	IPE Electrical	JD IN FINAL STAGES
Bldg Ops	15	IPE Plumbing	JD IN FINAL STAGES
Work Management	16	Stores Worker	HIRED
Project Management	17	Sr. Superintendent	HIRED
Project Management	18	Sr. Superintendent	HIRED
Project Management	19	Pre-Design Manager	HIRED
Landscape Services	20	Landscape Technician	HIRED
Project Management	21	Sr. IPE	HIRED
Project Management	22	Sr. IPE	HIRED
Project Management	23	Sr. IPE	POSITION CANCELLED PER DEPARTMENT REQUEST
Project Management	24	Sr. IPE	POSITION CANCELLED PER DEPARTMENT REQUEST

Alternative Funding Progress

Recharge & Purchased Utilities based on workload

Unit	Priority	Position	Hiring Status
Bldg Ops	25	Sr. Superintendent	ON HOLD PENDING FUNDING REVIEW
Bldg Ops	26	Carpenter	HIRED
Bldg Ops	27	Electrician	HIRED
Bldg Ops	28	Electrician	HIRED
Bldg Ops	29	Electrician	OFFER ACCEPTED; START DATE IDENTIFIED FOR 11/13
Work Management	30	IPE (Project Planner)	JD UNDER REVIEW; FINAL STAGES
Work Management	31	IPE (Project Planner)	POSITION CANCELLED, CONVERTED TO ICAMP POSITION
Bldg Ops	32	Plumber	HIRED
Bldg Ops	33	Plumber	HIRED
Bldg Ops	34	Plumber	HIRED
Bldg Ops	35	Painter	HIRED
Bldg Ops	36	Painter	HIRED
Bldg Ops	37	Admin Asst III	HIRED
Bldg Ops	38	Sr. BMW	HIRED
Bldg Ops	39	Sr. BMW	HIRED
Bldg Ops	40	Sr. BMW	HIRED
Bldg Ops	41	Sr. BMW	HIRED
Bldg Ops	42	Systems Operator (HVAC)	HIRED
Bldg Ops	43	Sheet Metal Worker	POSITION CANCELLED PER DEPARTMENT
Bldg Ops	44	Zones Superintendent	CONVERTED FROM REFRIGERATION MECHANIC PER DEPT REQUEST; ON HOLD PENDING FUNDING REVIEW

Preliminary Phase 3 Hiring

Unit	Priority	Position	Hiring Status
Bldg Ops	1	Carpenter	HIRED
Bldg Ops	2	Painter	HIRED
Bldg Ops	3	Sr. BMW	HIRED
Bldg Svcs	4	Sr. Custodian	HIRED
Bldg Svcs	5	Sr. Custodian	HIRED
Bldg Svcs	6	Sr. Custodian	HIRED
Bldg Svcs	7	Sr. Custodian	HIRED
Bldg Svcs	8	Sr. Custodian	HIRED
Bldg Svcs	9	Sr. Custodian	HIRED
Landscape Svcs	10	Landscape Technician	HIRED
Landscape Svcs	11	Landscape Technician	HIRED
Bldg Ops	12	Electrician	HIRED
Bldg Ops	13	Locksmith	HIRED
Bldg Ops	14	Maintenance Mechanic	HIRED
Bldg Ops	15	Systems Operator	HIRED
Bldg Ops	16	Plumber	HIRED
Bldg Ops	17	Fire Alarm Electrician	HIRED
Bldg Ops	18	Painter	HIRED
Bldg Svcs	19	Sr. Custodial Supervisor	HIRED
Bldg Svcs	20	Sr. Custodial Supervisor	HIRED
Bldg Svcs	21	Sr. Custodian	HIRED
Bldg Svcs	22	Sr. Custodian	HIRED

Preliminary Phase 3 Hiring

Unit	Priority	Position	Hiring Status
Bldg Svcs	23	Sr. Custodian	HIRED
Bldg Svcs	24	Sr. Custodian	HIRED
Bldg Svcs	25	Sr. Custodian	HIRED
Bldg Svcs	26	Sr. Custodian	HIRED
Bldg Svcs	27	Sr. Custodian	HIRED
Bldg Svcs	28	Sr. Custodian	HIRED
Bldg Svcs	29	Sr. Custodian	HIRED
Bldg Svcs	30	Sr. Custodian	HIRED
Bldg Svcs	31	Sr. Custodian	HIRED
Bldg Svcs	32	Sr. Custodian	HIRED
Bldg Svcs	33	Sr. Custodian	HIRED
Bldg Svcs	34	Sr. Custodian	HIRED
Bldg Svcs	35	Sr. Custodian	HIRED
Bldg Svcs	36	Sr. Custodian	HIRED
Bldg Svcs	37	Sr. Custodian	HIRED
Bldg Svcs	38	Sr. Custodian	HIRED
Bldg Svcs	39	Sr. Custodian	HIRED
Bldg Svcs	40	Sr. Custodian	HIRED
Bldg Svcs	41	Sr. Custodian	HIRED
Bldg Svcs	42	Sr. Custodian	HIRED
Bldg Svcs	43	Sr. Custodian	HIRED
Bldg Svcs	44	Sr. Custodian	HIRED
Bldg Svcs	45	BUILDING MAINTENANCE WORKER* CONVERTED FROM SR. CUSTODIAN PER DEPARTMENT REQUEST	HIRED
Bldg Svcs	46	Sr. Custodian	HIRED
Landscape Svcs	47	Landscape Technician	HIRED
Landscape Svcs	48	Landscape Technician	HIRED

Preliminary Phase 3 Hiring

Unit	Priority	Position	Hiring Status
Landscape Svcs	49	Landscape Technician	HIRED
Bldg Svcs	50	Sr. Custodian Supervisor	HIRED
Bldg Svcs	51	Sr. Custodian Supervisor	HIRED
Bldg Svcs	52	Sr. Custodian Supervisor	HIRED
Bldg Svcs	53	Sr. Custodian Supervisor	HIRED
Bldg Svcs	54	Sr. Custodian Supervisor	HIRED
Bldg Svcs	55	Sr. Custodian Supervisor	HIRED
Bldg Svcs	56	Sr. Custodian Supervisor	HIRED
Bldg Svcs	57	Lead Custodian* CONVERTED FROM SR. CUSTODIAN PER DEPARTMENT REQUEST	HIRED
Bldg Svcs	58	Lead Custodian* CONVERTED FROM SR. CUSTODIAN PER DEPARTMENT REQUEST	HIRED
Bldg Svcs	59	Lead Custodian* CONVERTED FROM SR. CUSTODIAN PER DEPARTMENT REQUEST	HIRED
Bldg Svcs	60	Sr. Custodian	HIRED
Bldg Svcs	61	Sr. Custodian	HIRED
Bldg Svcs	62	Sr. Custodian	HIRED
Bldg Svcs	63	Sr. Custodian	HIRED
Bldg Svcs	64	Sr. Custodian	HIRED
Bldg Svcs	65	Sr. Custodian	HIRED
Bldg Svcs	66	Sr. Custodian	HIRED
Bldg Svcs	67	Sr. Custodian	HIRED
Bldg Svcs	68	Sr. Custodian	HIRED
Utilities	69	Meter Reader (Admin III)	HIRED
Bldg Ops	70	Admin Analyst	HIRED
Bldg Ops	71	Plumbing Superintendent (converted from Sr. IPE per dept.)	HIRED
Bldg Ops	72	Sheet Metal Worker	HIRED
Bldg Ops	73	Maintenance Mechanic	HIRED

Preliminary Phase 3 Hiring

Unit	Priority	Position	Hiring Status
Bldg Ops	74	Insulator *CONVERTED FROM MAINTENANCE MECHANIC TO INSULATOR PER DEPARTMENT REQUEST	CANDIDATE IDENTIFIED
Work Mgmt	75	Customer Service Representative	HIRED
Work Mgmt	76	Customer Service Representative	HIRED
Landscape Svcs	77	Forestry Superintendent	OFFER ACCEPTED; START DATE 3/2018
Landscape Svcs	78	Supervisor - Waste Manager	HIRED
Landscape Svcs	79	Supervisor - Irrigation Manager	RECRUITMENT PENDING
Landscape Svcs	80	Laborer Tree Crew	HIRED
Landscape Svcs	81	Laborer Tree Crew	HIRED
Landscape Svcs	82	Landscape Tech	HIRED
Landscape Svcs	83	Landscape Tech	HIRED
Landscape Svcs	84	Landscape Tech	HIRED
Bldg Ops	85	Admin III	HIRED
Bldg Ops	86	AC/R Tech	HIRED
Bldg Ops	87	AC/R Tech	HIRED
Bldg Ops	88	HVAC Tech	HIRED
Bldg Ops	89	Electrician (relamp)	HIRED
Bldg Ops	90	Fire Alarms Technician - CONVERTED FROM GENERAL ELECTRICIAN PER DEPARTMENT REQUEST	HIRED
Landscape Svcs	91	Irrigation Specialist	HIRED
Landscape Svcs	92	Irrigation Specialist	HIRED
Landscape Svcs	93	Lead Landscape Technician	HIRED
Landscape Svcs	94	Recycling Laborer	CANDIDATE IDENTIFIED

QUESTIONS & FEEDBACK

FM Metrics Update

Facilities Management

Agenda

- FM Focus Areas
- People Metrics
- Customer Metrics
- Operational Metrics

FM Focus Areas

- 1) People: All FM personnel are valued professionals, each of whom plays an important part in supporting the overall organization.
- 2) Customers: Take ownership of our customer's issues and strive to increase quality, responsiveness, communication, cost effectiveness, and transparency.
- 3) Operations: Successfully execute work to meet or exceed our client's expectations and strive to increase our capability, productivity, and effectiveness through continuous process improvement.

People



2017 - UC San Diego Staff@Work Survey
FACILITIES MANAGEMENT - 802

2017 **197 respondents**
45% of 438 invited

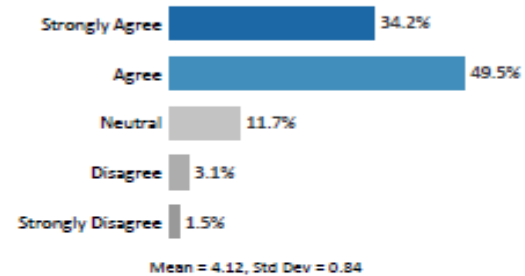
2016 172 respondents
47% of 367 invited

2015 170 respondents
49% of 346 invited

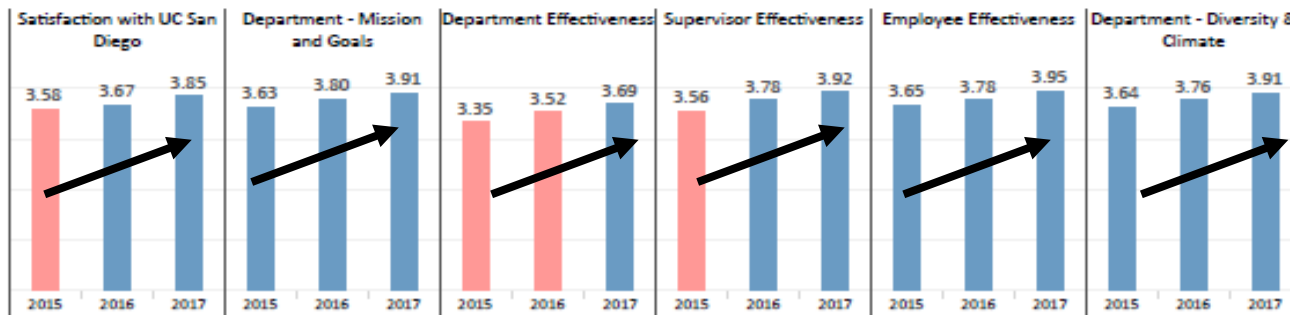
3.86 mean score for 52 questions (scale 1-5)
1 questions in the excellent range (4.3 or greater)

Influential Strengths	Primary Opportunities
17 Physical Work Environment	2 Valued Member of UC San Diego
49 All Welcomed	8 Career Advancement
18 Physically Safe Environment	47 Feel Valued by Department
42 Good Use Of Skills	15 Adequate Staffing
4 Staff Value Contributions	3 Faculty Value Contributions

Overall, I am a satisfied UC San Diego employee.



Dimension Mean Score 3 Year Trending **Below 3.00 - Low** | **3.00 to 3.59 - Marginal** | **3.60 to 4.29 - Good** | **4.30 & above - Excellent**



People

Apprenticeship Program

Program Goals:

- 1) Provides professional development and a vertical career pathway for selected FM individuals to learn and become a skilled trades person within our Building Operation's Team.
- 2) Provides a means of capturing the "Corporate Knowledge" of our retiring Building Operation's work force before they depart the University.

Program Funding: FM will pay the cost for all educational expenses (tuition, books, fees) and Individual will receive salary increase according to the pay ladder below:

- Yr. 1 -> Individual earns 60% for first 6 mos. & 65% for the second 6 mos. of the Skilled Trades Salary
- Yr. 2 -> Individual earns 70% for the first 6 mos. & 75% for the second 6 mos. of the Skilled Trades Salary.
- Yr. 3 -> Individual earns 80% for first 6 mos. & 85% for the second 6 mos. of the Skilled Trades Salary.
- Yr. 4 -> Individual earns 90% for first 6 mos. & 95% for the second 6 mos. of the Skilled Trades Salary.

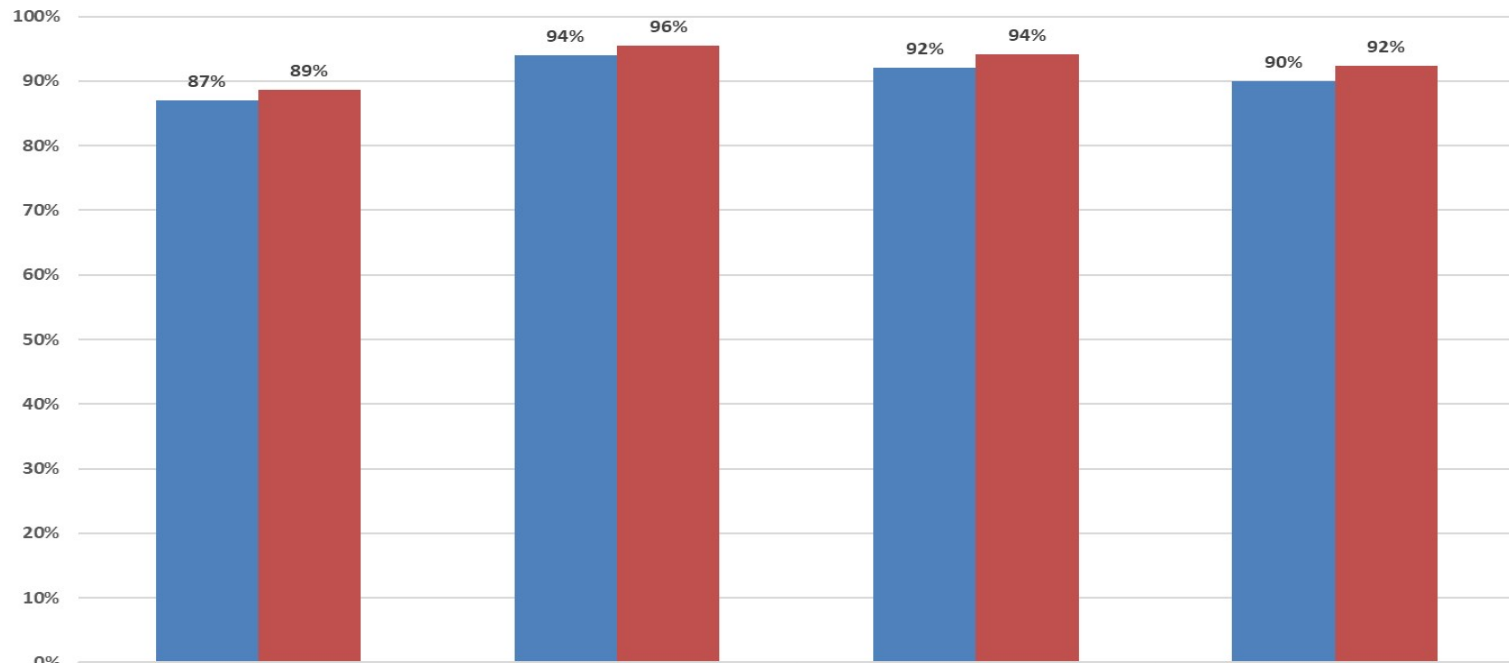
Positions Selected: Electrician, Plumber, Systems Operator, Carpenter

People

Employee of the Quarter Recognition

- Initiated Employee of the Quarter & Employee of the Year Award for all of FM's Units in JAN17.
- Employee of the Quarter - Receives \$75 Triton Gift Card, Lunch with Director, Plaque, and Spot light article in future FM Qrtly newsletter.
- Employee of the Year – Selected among Qrtly winners and name is placed on an FM Plaque in CSC Bldg D.
- Selection Criteria: Performance, Customer Service, Attendance, Professional Development, and Innovation

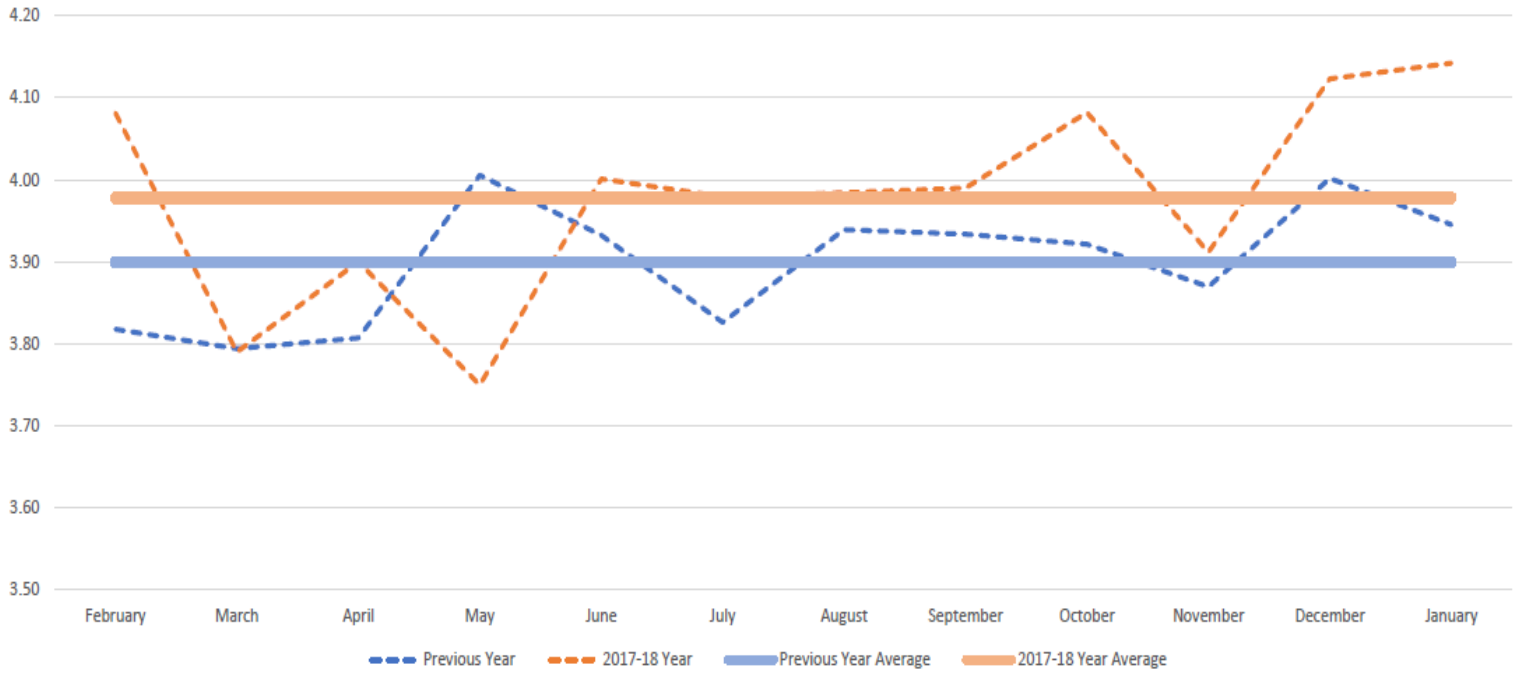
Customers Building Operations



	Q1. Response in a timely manner?	Q2. Courteous staff?	Q3. Quality of work?	Q4. Overall Satisfaction?
FY16/17 Avg	87%	94%	92%	90%
FY17/18 Avg	89%	96%	94%	92%

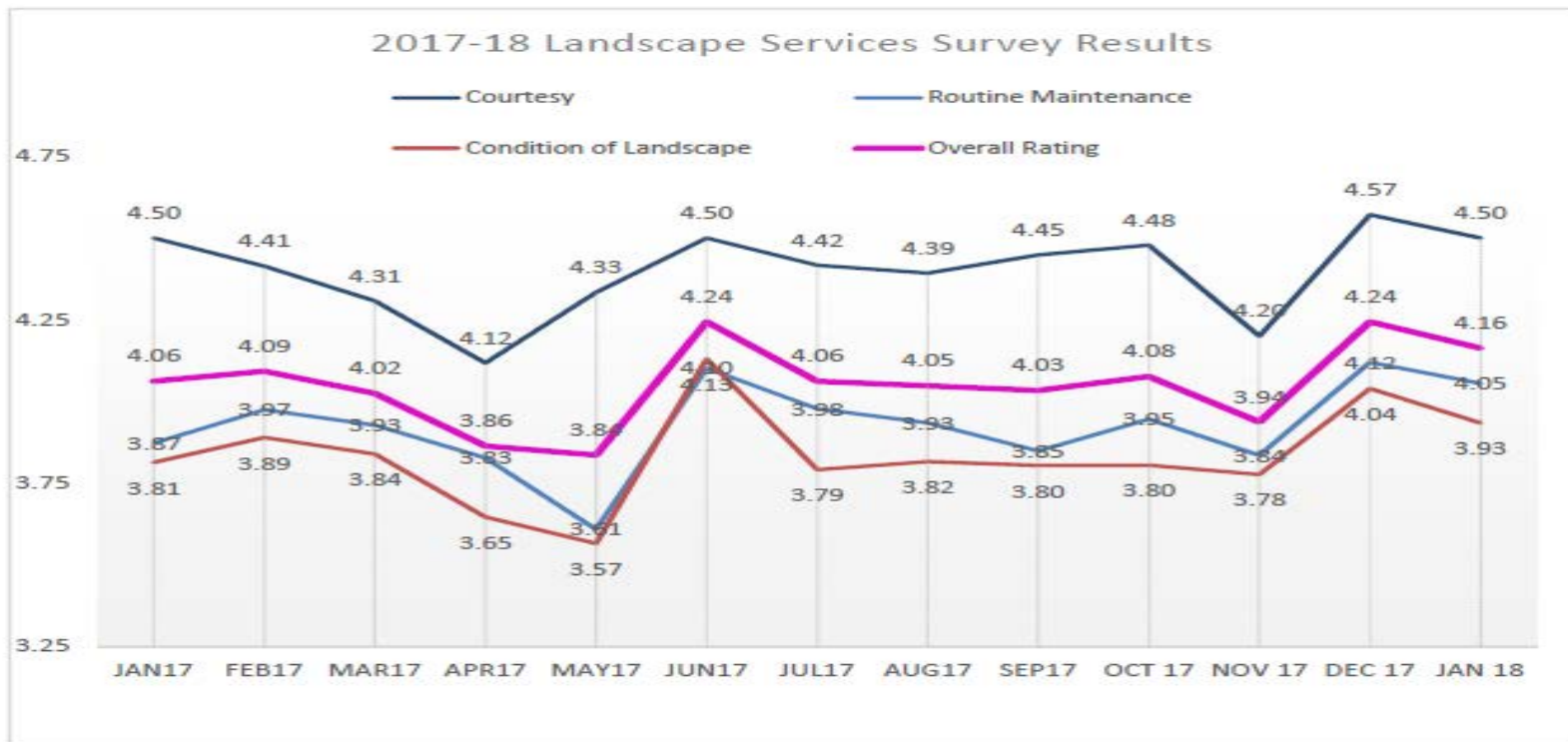
Customers Building Services

Rolling Comparative Data (Current 2017-18 vs Previous Year)



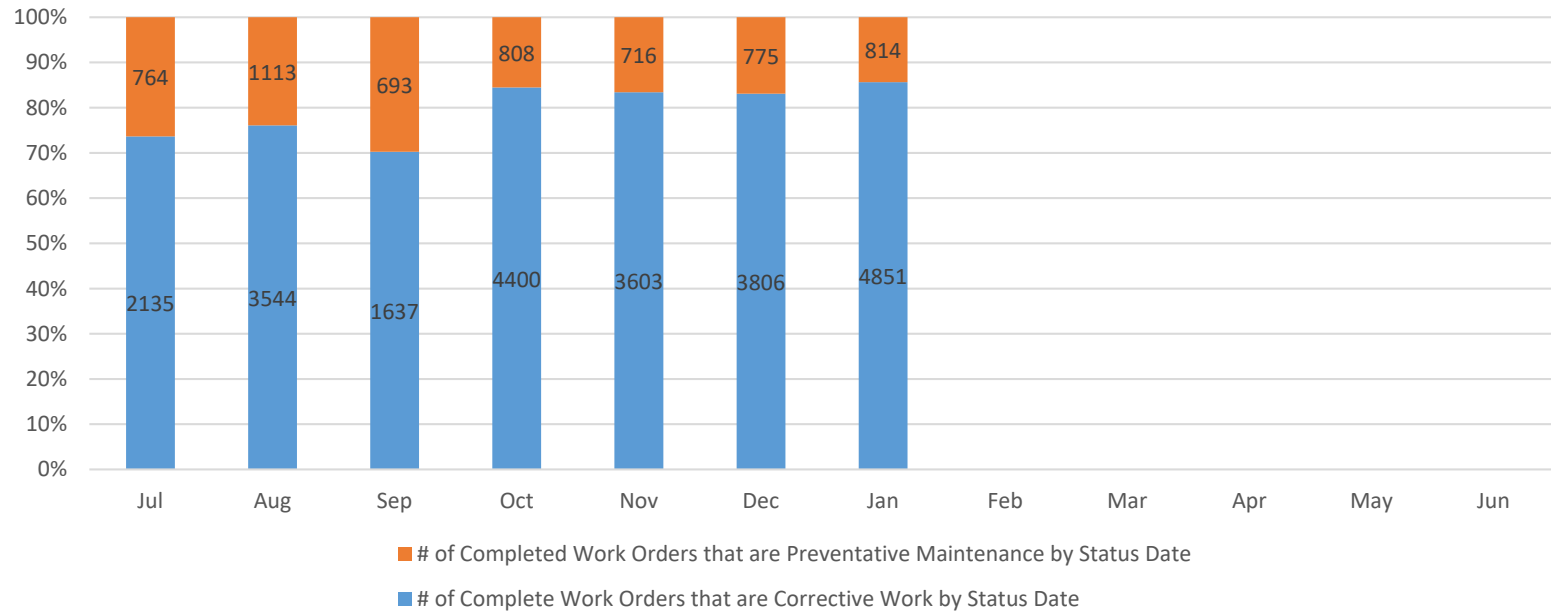
Customers

Landscape Services



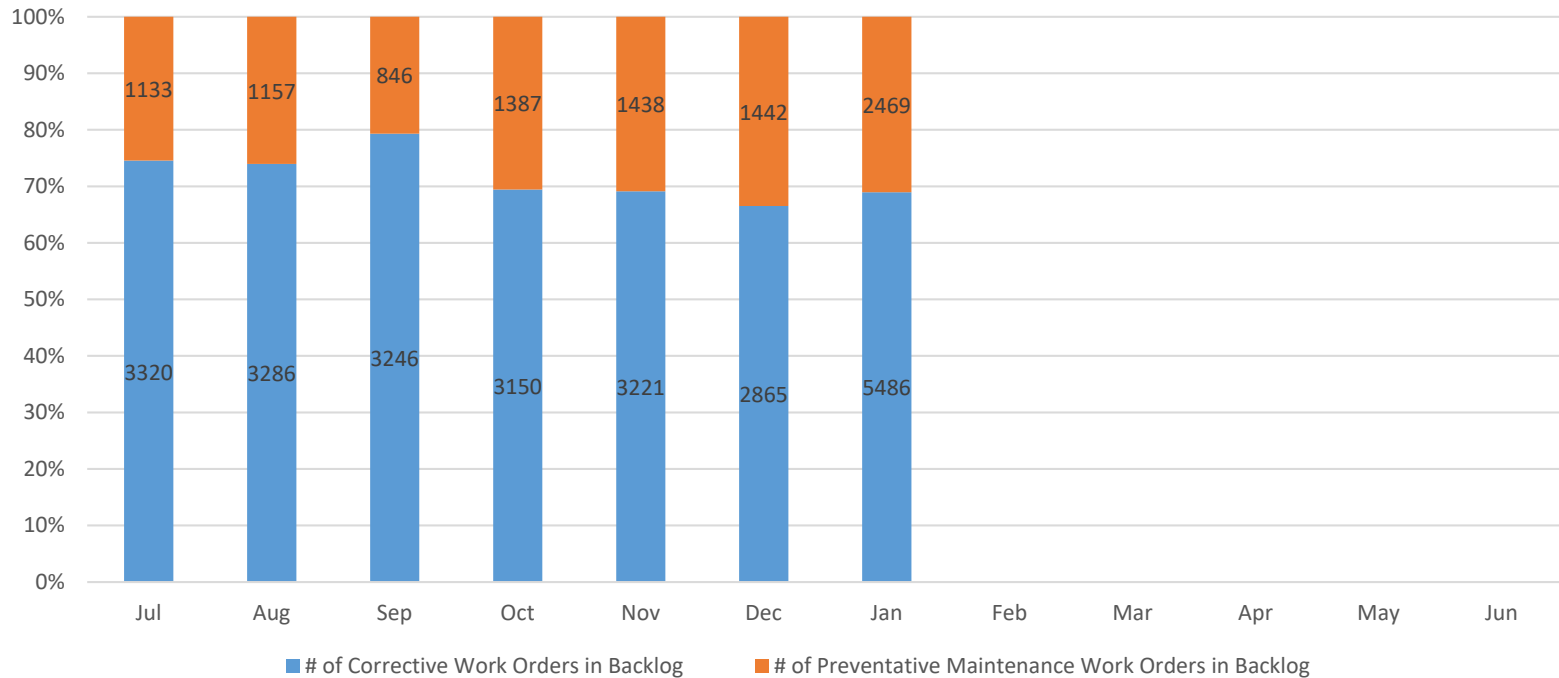
Operations Building Operations

2017/2018: PM vs. CW Work Orders Completed by Status Date



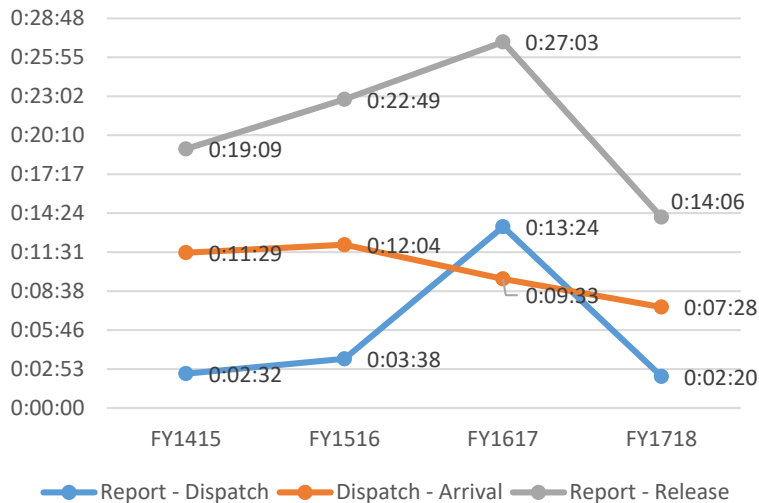
Operations Building Operations

2017/2018 PM vs. CW Backlog

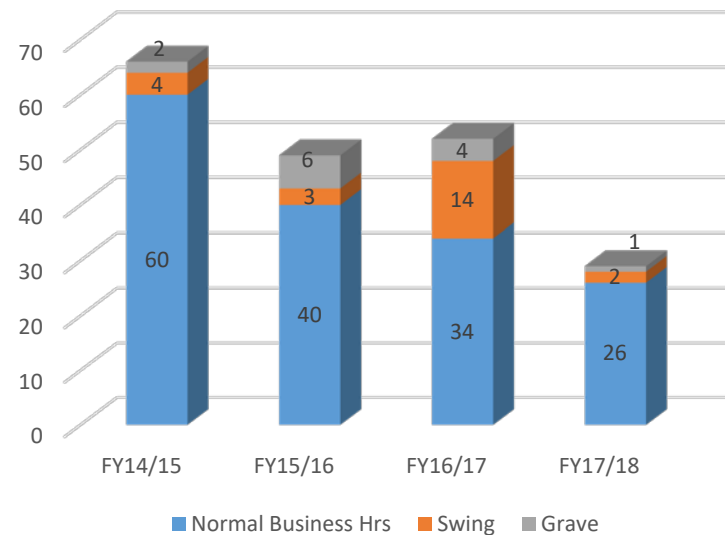


Operations Building Operations

Elevator Entrapment Response
Fiscal Year Average

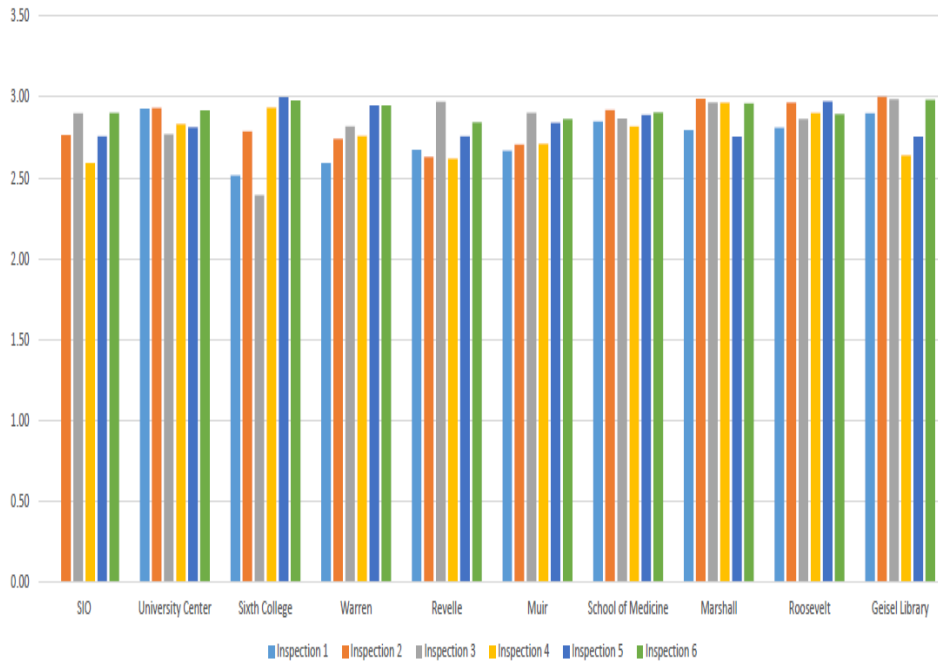


Elevator Entrapments by Fiscal
Year/Shift

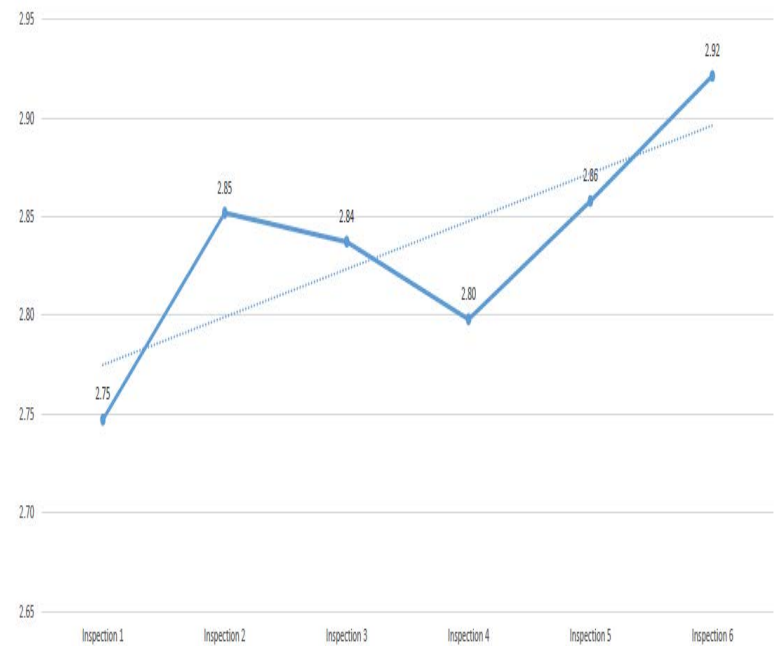


Operations Building Services

Trends across Campuses



Overall Campus Average



Operations Building Services

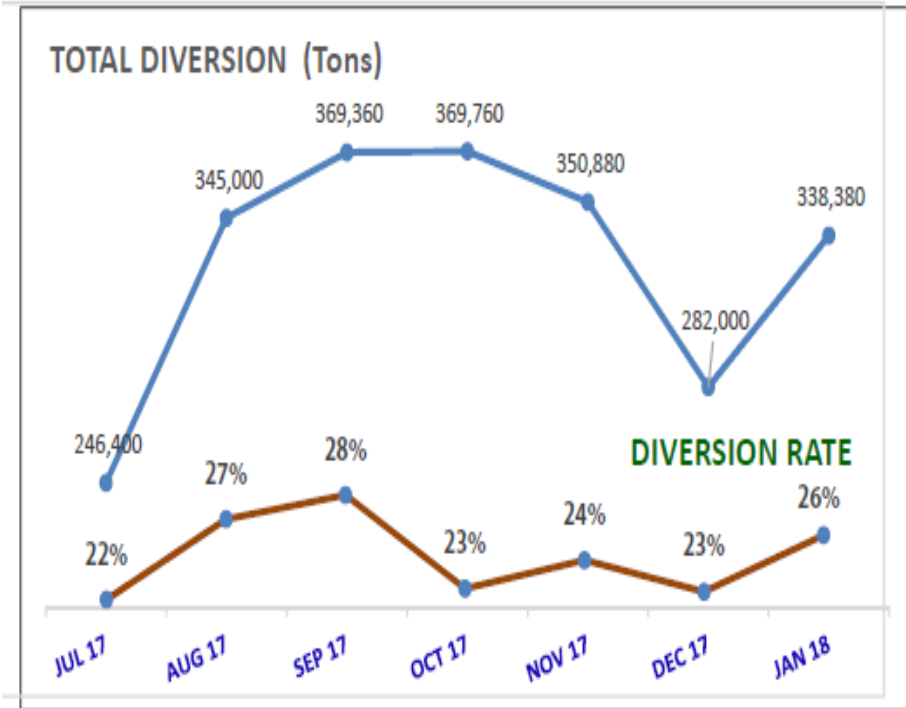
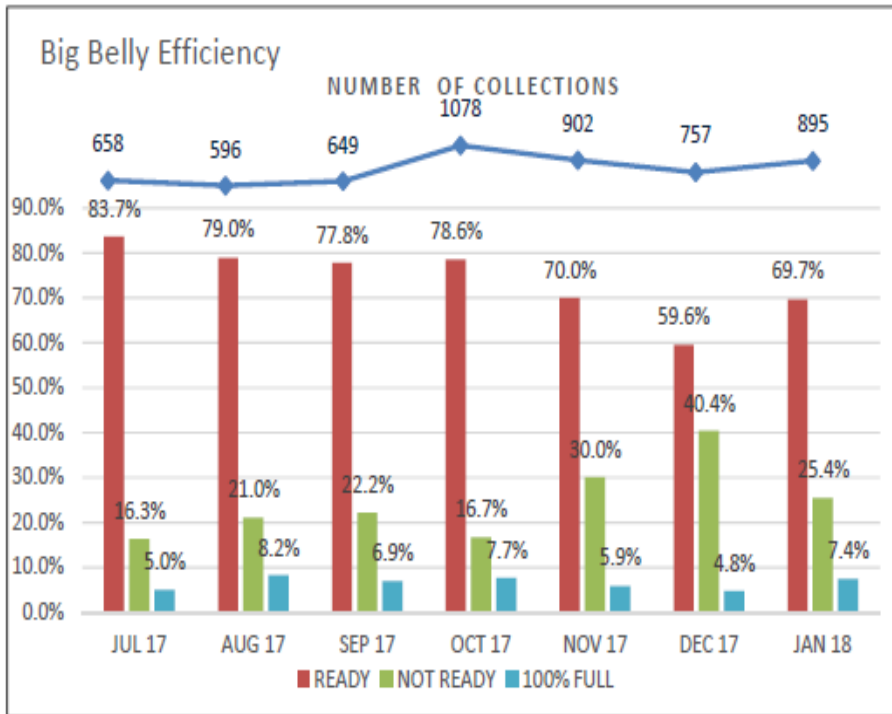
FY 17/18 Cost savings to date:

- Strip & Wax: \$187,200
- Carpet Care: \$21,600
- Window washing: \$47,520
- Deep cleaning: \$559,257
- Total : \$815,577

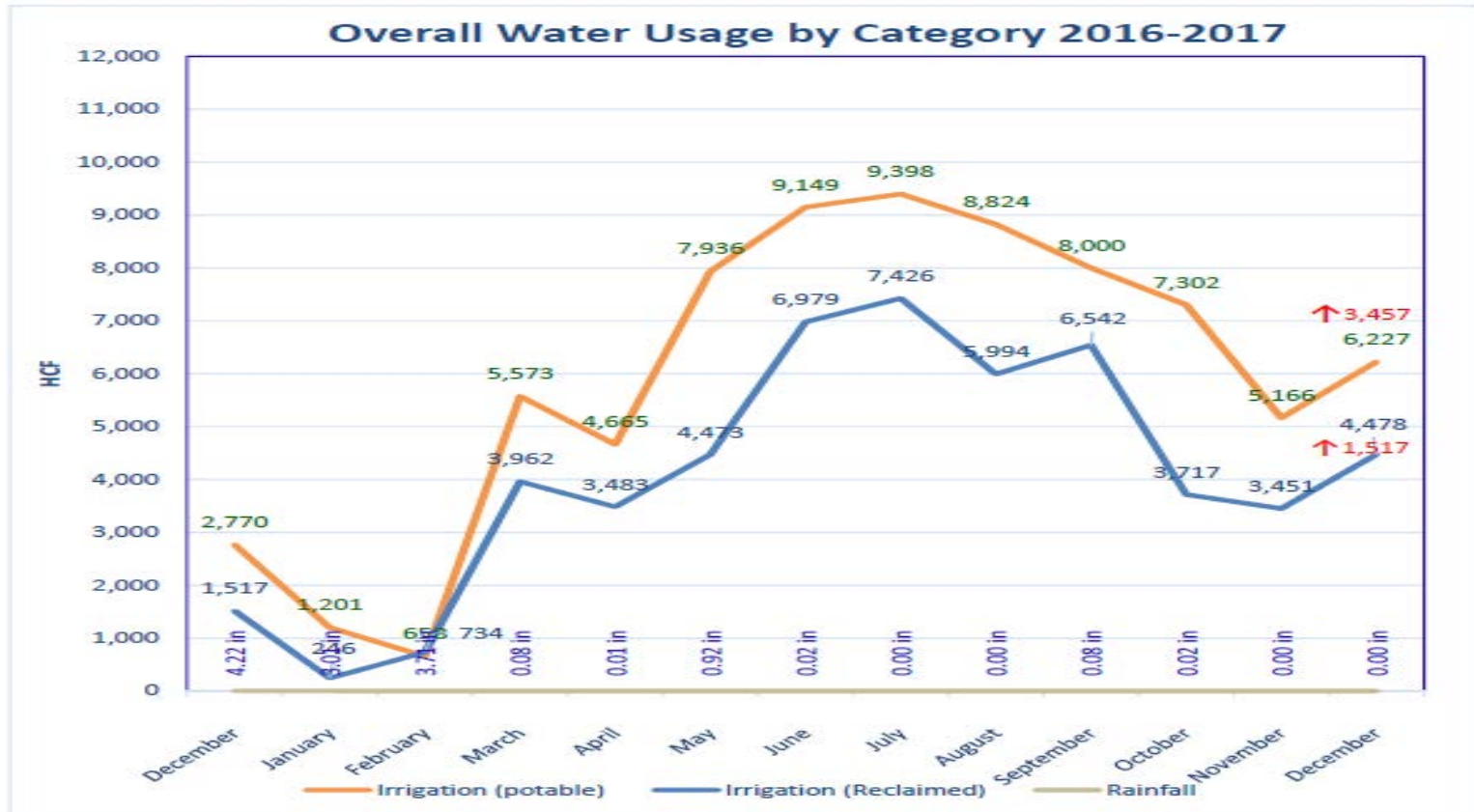
Projected Cost Savings FY 17/18 totals:

- Strip & Wax: \$280,800
- Carpet Care: \$32,400
- Window washing: \$71,280
- Deep cleaning: \$605,597
- Total: \$990,077

Operations Landscape Services

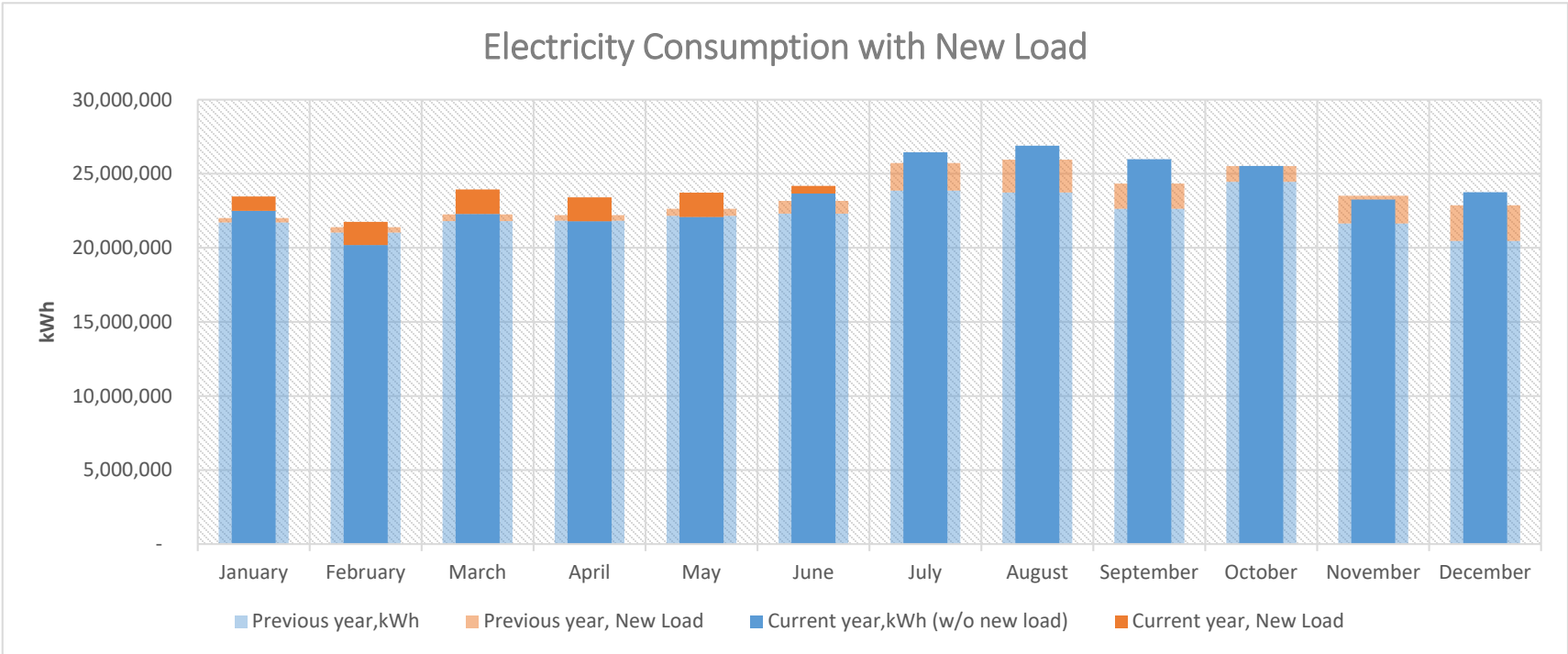


Operations Landscape Services



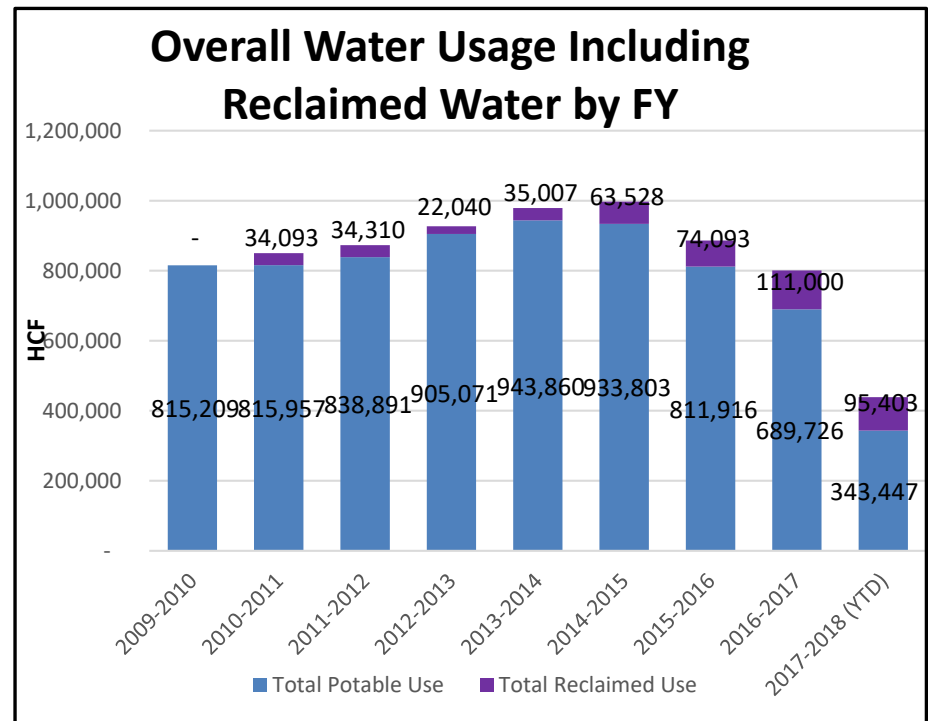
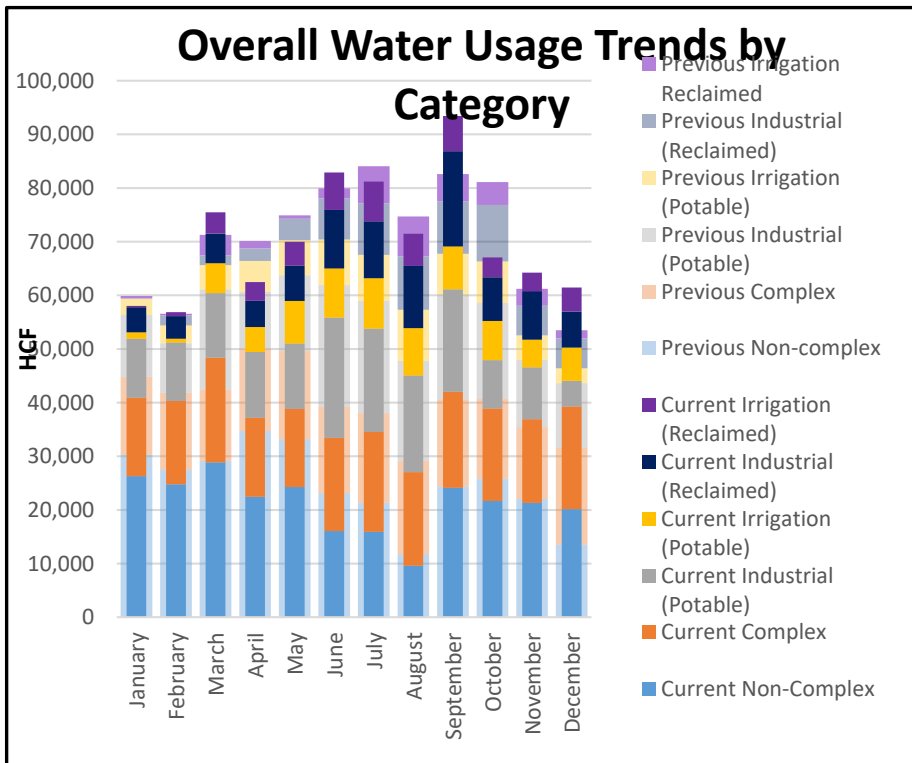
Operations Utility Services

Electricity Consumption with New Load



Difference in electricity consumption month to month: 2%
 Difference in electricity consumption the same month previous year: 4%

Operations Utility Services



Operations Project Management

The core function of the PM team is to manage scope, budget, schedule, and quality.

Metrics:

- Annual Construction Execution = \$40M
- Annual Projects Completed = 354
- Average Projects per PM = 25 (previously was 40)
- 31% of Project Volume is under \$50K (previously was 90%)
- 52% of Project Volume is between \$50K & \$750K (previously was 10%)
- 17% of Project Volume is over \$750K (previously was 5%)

Operations Project Management

In summary we have 80 active projects with a total dollar value of \$72.7M

- 5 in Planning Stage (P)
- 50 in Working Stage (W)
- 25 in Construction (C)

Budget Snapshot:

- 2 are currently under budget by more than 10%
- 74 are within 10% +/- of budget at the time of award
- 4 are over budget by more than 10%

Schedule Snapshot:

- 1 is greater than 10% ahead of the original schedule
- 31 are within 10% +/- of the original schedule
- 48 are over 10% behind the original schedule
 - 1 project is delayed by unforeseen conditions
 - 18 projects are delayed by added scope
 - 9 projects are delayed due to lack of funding
 - 3 projects are delayed for other reasons
 - 17 projects are delayed by Technical Coordination



Operations Project Management

Starting July 1, 2017, FM Project Management moved to hourly recharge rates to better match CPM's structure.

Faciliteis Management	
Title	Rate
AVC	N/A
Director	N/A
Assistant Director	\$165/HR
PM Supervisor	\$160/HR
PM	\$125/HR
I.O.R.	\$125/HR
FM Admin	\$85/HR
Contracts Assistant	\$60/HR

Capital Program Management (CPM)	
Title	Rate
AVC	\$240/HR
Director	\$175/HR
Assistant Director	N/A
Program Manager	\$125/HR
PM	\$125/HR
I.O.R.	\$125/HR
Admin	\$60/HR
Contracts Assistant	\$60/HR

QUESTIONS & FEEDBACK