Facilities Management Goals & Accomplishments
January 19, 2017

Below is a summarized list of our most significant accomplishments from 2016 and our most important goals for 2017. Detailed responses from each division follow the departmental summary.

Accomplishments for 2016

- **Create campus-wide training sessions for the film/video permission process on campus. Results:** As of July 1, 2016, all film requests are being run through the EMS system and each communicators group (CU Anschutz and CU Denver) were trained on the functions of the request site.

- **Create a streamlined disposal approval/pick-up process in the EMS system by 2017. Results:** As of July 1, 2016, all disposal requests are being routed through the EMS system.

- **Managed the Facilities Management budgets to ensure that funds are spent as efficiently and effectively as possible and actively seek cost savings within the unit. Results:** Worked collaboratively with unit directors and the AVC to make budgetary and financial adjustments within a timely manner to minimize the impacts to the unit and the University community we serve. New reports were created to ensure the department was spending each dollar in a deliberate way and in line with the mission of the department. This allowed for twenty-four specific building maintenance projects to be funded with existing Fund 10 budget dollars to improve building performance throughout the campuses. Created an annual spending plan for Food Service so the AVC can make specific decisions on Food Service spending all at once, and allows Food Service to strategically improve the areas on campus servicing the staff, faculty, and students. Supported ten auxiliary functions and working with the department on ensuring a breakeven status and competent financial planning. Developed an annual professional development plan for each team member.

- **Provided financial oversight of all active/open projects with no significant issues. Results:** The finance group was successful in the hiring of a new accounting professional to increase the support bandwidth for the increasing project load of construction and renovation projects. Created a centralized email account for Facilities Projects invoices allowing the receiving of invoices electronically 100% of the time. Docusign was also implemented to the contract and payment process with construction projects. With the hiring of the new accounting professional and the Docusign process improvement, Finance was able to increase customer service levels and speed.

- **Facilities Projects received 172 new projects this past year and completed $30.1 million in design construction work over the past year. Facilities continued to work on another 192 ongoing projects this past year.**

- **Denver Campus Projects. Results:** Completed the program plan for the Engineering addition or new building. Completed design work and started construction on the new $42M CU Wellness building, and on track for a late March 2018 opening. Completed design work and started construction on the $37M AHEC North Classroom renovation and infrastructure upgrade. Completed LSC 13th floor renovation. Managed and supported a regular stream of renovations at AHEC, LSC, and CU Denver Bldg., and Business School. Supported an update to the masterplan. Facilities Projects scored in the top 20% with an overall customer satisfaction ranking 7 out of 37 Denver campus business units in the Denver Campus Administrative Program Prioritization study.

- **Anschutz Medical Campus Projects. Results:** Completed design and most of the construction phase of the $8M Campus Services/Ed2/B500 multiple renovations project. Completed design and construction on the B500 5th floor CCPM renovation. Started design on Library 2nd floor ($1.5M), and B500 5th floor West ($3.4M) and 7th floor West ($1.5M) projects. Completed another round of BARDA inhalation programing and concept design for a leadership decision. Received a $200K matching grant for Building 500 window rehab. Supported a major reprogramming
and estimating effort for the new CCPM building. Continued to manage a large volume of projects including smaller renovations and significant maintenance/repair projects to meet customer needs. Assisted with estimating and scheduling for new capital projects and annual update of 10-year plan.

- Achieve a 70% PM for zones and 55% for trades as the final average PM to total maintenance rate for the 2016 year. **Results:** Zone PM percentage for 2016 is 60%, an increase of 4% from our 2015 numbers. Personnel changes throughout the year, both planned and unplanned, led to a higher demand toward corrective maintenance that we had hoped. Still, the improvement is tangible and heading in the right direction. For the Trade groups, PM percentage came in largely unchanged at 53%. This is an even greater achievement considering the staffing challenges we have faced, particularly in the Plumbing trade. A much larger percentage of their effort has been dedicated to corrective maintenance and construction activities as they are currently 4 FTE below their full staffing level.

- Kick off Management Training Tract for all managers and supervisors, as well as anyone interested in future leadership positions. **Results:** All managers, supervisors and frontline staff are enrolled in the program and have taken at least 1 training course. A total of 200 training sessions have been completed by BMO staff, with a full calendar being scheduled into the first half of 2017. Feedback from the training sessions has been largely positive, with most employees seeing a great benefit to the program and opportunity.

- Order and receive buses for the CU Anschutz Medical Campus Rail Shuttle operation. **Results:** Ordered buses for the Anschutz Medical Campus Rail Shuttle operation. Had the buses equipped with tracking devices so that passengers will be able to follow them via their smart phone. The system will also count the passengers automatically via sensors installed on the bus. The buses will have 4 cameras that can record both interior and exterior events. Buses have been received.

- Hire and train drivers for the CU Anschutz Medical Campus Rail Shuttle operation. **Results:** Ongoing. Started the interview process but currently on hold due to the RTD light rail delay in startup. Once hired, drivers will be trained for the Anschutz Medical Campus Rail Shuttle operation. Working on an amendment to the MV contract to cover the weekend shifts of the rail shuttle while we evaluate the hours of operation and staffing.

- Reevaluate the Eco Pass program and parking rates in effort to reduce the cost of the Eco Pass program to all full time employees and promote use of transit. **Results:** Complete. Reduced Eco Pass rates from $27.50/month to $25.00/month to promote use of transit.

- Work with Barnes & Noble to establish a strong marketing campaign to increase revenue. **Results:** We were able to successfully work with Barnes & Noble to build a strong marketing campaign, Barnes & Noble built relationships with Student Government this year and student specific marketing has been successful.

- Implement Print Smith and DSF by March 2016. **Results:** We are currently on track to have Print Smith live by March 2017.

**Goals for 2017**

- Manage the Facilities Management budgets to ensure that funds are spent as efficiently and effectively as possible and actively seek cost savings within the unit. Further improvements in the reporting process to include headcount and salary reporting. Analyzing the cost of goods sold for building maintenance work orders and assessing the needed inventory guidance. Completing the support for the Printing Services software implementation.

- Provide Human Resource services to all our constituents in Facilities Management in an efficient, open and collaborative manner to include: Work with Central HR to improve the speed and accuracy of the hiring process.
When appropriate, create new methods of decreasing the turnaround time of an offer letter to increase the chances of getting highly competitive positions filled quickly.


- **Anschutz Medical Campus Projects** – Complete construction phase of the $8M Campus Services multiple renovations project. Complete design and construction on the B500 5th floor BIPM renovation. Complete design and construction on Library 2nd floor ($1.5M), B500 5th floor West ($3.4M) and 7th floor West ($1.5). Continue seeking grants for Building 500 window rehab. Support a major reprogramming and estimating effort for the CCPM building. Start Design and construction on B500 4 West. Continue to manage a large volume of projects including smaller renovations and significant maintenance/repair projects to meet customer needs. Assist with estimating and scheduling for new capital projects and annual update of 10-year plan.

- **Building Recommissioning** – Complete the recommissioning and balance of School of Dental Medicine and Anschutz Health & Wellness. Develop plan for ongoing support of this program and prioritize the list of buildings/systems to apply it to for the next 2 – 3 years. Successfully integrate this program into the workload and determine resource needs.

- **Facilities Condition Audits** – Continue to streamline the audit process, ensuring that relevant maintenance needs are identified, cataloged and prioritized in our maintenance hierarchy (internal/deferred/controlled maintenance). Help determine long-term strategy involving technology to use for better completion and administration of the program.

- **Maintenance Technology** – Implement the pilot program for Mobile Maximo, using Zone 9 as the test on Denver. Analyze impact on performance and resource utilization, as well as the reliability of the technology and program as it relates to our maintenance management system

- **Locksmith** – Complete the successful transition of the Locksmith program to new personnel. Evaluate the strategic needs of the program at both campuses and pursue changes as needed.

- **Closely monitor and evaluate the ridership and hours of the Anschutz Medical Campus Rail shuttle. Make adjustments as necessary and communicate to the public and partners.**

- **Create an addendum to add the VA to the rail shuttle contract and shared costs.**
Office of the Associate Vice Chancellor for Facilities Management  
Accomplishments for 2016

- Create campus-wide training sessions for the film/video permission process on campus. **Results:** As of July 1, 2016, all film requests are being run through the EMS system and each communicators group (CU Anschutz and CU Denver) were trained on the functions of the request site.

- Create a streamlined disposal approval/pick-up process in the EMS system by 2017. **Results:** As of July 1, 2016, all disposal requests are being routed through the EMS system.

- Lead a systemic review and revision campaign for all departmental policies to ensure each policy is published, accurate and relevant to current university-wide policies and procedures. **Results:** Policies are in review by the appropriate directors with an intended reissue date of January 1, 2017.

- Continue to chair the events committee and work with staff to come up with more ways to enhance employee morale and contentment in the department. **Results:** The events committee has held several successful events this year and continues to work hard to improve employee morale.

- Work with department leadership to create a more cohesive administrative team by holding quarterly meetings with the admin for projects and the supervisor and lead staff for both dispatch offices, thus ensuring greater administrative coverage for the executive team and department staff. **Results:** A delay in the hiring of the admin positions for projects and downtown set this goal aside, however, regular meetings with the Customer Service Center supervisor have taken place.

- Created a routable training form for department employees to use to streamline the training process.

- Created a routable electronic WO request form that helped to streamline communications between administration and dispatch to improve work order flow and communication to front line staff.

- Negotiated a FY training calendar with the Center for Organizational Effectiveness to improve course offerings and efficiencies for department staff.

- Created unique, department specific Human Resources training opportunities for employees by engaging members of the HR training team in a manner that enhanced the relationships between the two departments.

- Created a training team to more efficiently manage the department training program.

Office of the Associate Vice Chancellor for Facilities Management  
Goals and Objectives for 2017

- Continue to build relationships with the dispatch office, projects admin assistant and downtown admin assistant to ensure all administrative functions in the department are covered and backed up as necessary.

- Continue to work with events committee to create morale building events for employees to strengthen departmental relationships across all divisions.

- Host the 2018 RMA annual regional conference.

Finance and Administration Division  
Accomplishments for 2016

- Managed the Facilities Management budgets to ensure that funds are spent as efficiently and effectively as possible and actively seek cost savings within the unit. **Results:** Worked collaboratively with unit directors and the AVC to make budgetary and financial adjustments within a timely manner to minimize the impacts to the unit and the University community we serve. New reports were created to ensure the department was spending each dollar in a deliberate way and in line with the mission of the department. This allowed for twenty-four specific building maintenance projects to be funded with existing Fund 10 budget dollars to improve building performance throughout the campuses. Created an annual spending plan for Food Service so the AVC can make specific decisions on Food Service spending all at once, and allows Food Service to strategically improve the areas on campus servicing the staff, faculty, and students. Supported ten auxiliary functions and working with the department on ensuring a breakeven status and competent financial planning. Developed an annual professional development plan for each team member.
• **Provided financial oversight of all active/open projects with no significant issues.** *Results:* The finance group was successful in the hiring of a new accounting professional to increase the support bandwidth for the increasing project load of construction and renovation projects. Created a centralized email account for Facilities Projects invoices allowing the receiving of invoices electronically 100% of the time. Docusign was also implemented to the contract and payment process with construction projects. With the hiring of the new accounting professional and the Docusign process improvement, Finance was able to increase customer service levels and speed.

• **Provided Human Resource services to all our constituents in Facilities Management in an efficient, open and collaborative manner.** *Results:* Created a Supervisor’s checklist for new hires, ensuring the supervisors understand their role in the process at each step and how to make the hiring process run faster and smoother. Created a “Compensation Snapshot” for each employee that allowed each person to understand not only the salary benefit they are getting annually but also the other monetary benefits that the University pays on their behalf. Assisted Central HR with workflow testing of HCM during the Elevate upgrade. Processed over 100 personnel actions including hires, terminations, and reallocations. Developed an annual professional development plan for each team member. Scored highest in the annual customer service survey internal to the department.

• **Continued focus on providing quality IT services to all our constituents in Facilities Management.** *Results:* Increased Maximo effectiveness by assisting Finance with improved month end data reporting of labor and materials, created a detailed flow chart of the month end process and presented relevant details to the directors and managers, and improved the amount of problem resolutions in-house rather than relying on outside (and more expensive) consultants. Worked with the Printing Services department on a software implementation for billing and workflow tracking. Implemented Spiceworks for the IT help desk system to track request and inventory. Supported the department on the two moves for the remodeling project in the Campus Services building. Developed an annual professional development plan for each team member.

**Finance and Administration**

**Goals and Objectives for 2017**

• **Manage the Facilities Management budgets to ensure that funds are spent as efficiently and effectively as possible and actively seek cost savings within the unit.** Further improvements in the reporting process to include headcount and salary reporting. Analyzing the cost of goods sold for building maintenance work orders and assessing the needed inventory guidance. Completing the support for the Printing Services software implementation.

• **Provide financial oversight of all active/open projects with no significant issues.** Improved reporting to show the AVC executive staff additional savings for potential movement of project funding. New monthly reporting on non-Fund 10 related projects. Further development of the new project accountant to be fully independent.

• **Provide Human Resource services to all our constituents in Facilities Management in an efficient, open and collaborative manner to include:** Work with Central HR to improve the speed and accuracy of the hiring process. When appropriate, create new methods of decreasing the turnaround time of an offer letter to increase the chances of getting highly competitive positions filled quickly.

• **Continue focus on providing quality IT services to all our constituents in Facilities Management:** Work with Finance and AVC Executive team to create an asset turnover strategy in the department to provide computers and other IT assets in a consistent and equitable way to increase uptime and decrease IT reactive desktop issues. Improve AV capabilities in the new conference rooms and train staff on their functionality. Migrate all departmental websites to new Content Management System. Complete the implementation of the Printing Services software support program.
Facilities Projects Division
Accomplishments for 2016

Facilities Projects received 172 new projects this past year and completed $30.1 million in design construction work over the past year. Facilities continued to work on another 192 ongoing projects this past year.

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- **CU Denver South Denver/Ft. Logan/1800 Grant/Leased Space. Results:** Supported ongoing renovation needs with project management for all locations. Helped School of Medicine ARTS program ($425K) and College of Nursing ($999K) get grant funding for projects at Ft. Logan.

- **Infrastructure. Results:** Continued campus infrastructure licenses with CHCO, UCH, VA, FRA, and City of Aurora, and 3rd parties including cellular providers for all campus development. Used site logistics and traffic meetings for effective site wide coordination and communication for construction disruptions. Focused on VA disruptions, RTD Light rail, and Colfax Tollgate bridge projects to help control impacts to the campus which result in less time for street closures and commuter impact.

- **Sustainability. Results:** Served as subject matter expert, resource, and trainer for campus community for sustainability, energy, greenhouse gas (GHG) emissions reductions, green cleaning and labs. Continued to serve as LEED and High Performance Building program coordinator for all projects. Stayed on track with meeting GHG reductions for President’s Climate Commitment. Assisted with new and existing grants related to sustainability including charging stations and RTD shuttle buses. Managed Earth Day and Bike to work day events.

- **Procurement, Succession, Training and Special Projects. Results:** Focused on training the new project manager and project coordinator positions to bring them up to speed quickly. Continued a regular training program for existing and new PM staff and Facilities Management training track for supervision, including Facilities Management Certificate Program. Implemented electronic pay application with Admin and Finance to speed up payment processing for vendors. Worked with contractor’s associations and lobbyist to expedite closeout and retainage payments. Focused on the Facilities Management Certificate Program training track for supervision and interested staff and future leaders.
Facilities Projects Division
Goals and Objectives for 2017


- **Anschutz Medical Campus Projects** – Complete construction phase of the $8M Campus Services multiple renovations project. Complete design and construction on the B500 5th floor BIPM renovation. Complete design and construction on Library 2nd floor ($1.5M), B500 5th floor West ($3.4M) and 7th floor West ($1.5). Continue seeking grants for Building 500 window rehab. Support a major reprogramming and estimating effort for the CCPM building. Start Design and construction on B500 4 West. Continue to manage a large volume of projects including smaller renovations and significant maintenance/repair projects to meet customer needs. Assist with estimating and scheduling for new capital projects and annual update of 10-year plan.

- **CU South Denver/Ft. Logan/1800 Grant/Leased Space** – Support ongoing renovation needs with project management for all locations. Support newly grant funded School of medicine ARTS and College of Nursing renovations.

- **Infrastructure** – Continue campus infrastructure licenses with CHCO, UCH, VA, FRA, and City of Aurora, and 3rd parties including cellular providers for all campus development. Use site logistics and traffic meetings for effective site wide coordination and communication for construction disruptions. Monitor projects on or near campus that impact streets and traffic access to the campus, and minimize these impacts through the established site logistics and traffic meeting processes.

- **Sustainability** - Serve as subject matter expert, resource, and trainer for campus community for sustainability, energy, greenhouse gas (GHG) emissions reductions, green cleaning and labs. Continued to serve as LEED and High Performance Building program coordinator for all projects. Stay on track with meeting GHG reductions for President’s Climate Commitment. Assist with new and existing grants related to sustainability. Manage Earth Day and Bike to work day events.

- **Acquire Additional Project Management Staff** – Continue to pursue approval for additional Project Management position due to 100% increase in project load. This is a critical goal.

- **Project Management and Supervision Training and Special Projects** - Continue training new Project Manager and Project Coordinator positions to full capability. Continue a regular training program for existing and new PM staff. Focus on the Facilities Management Certificate Program training track for supervision and interested staff and future leaders.

Building Maintenance and Operations (BMO)
Accomplishments for 2016

**CU Anschutz BMO**

- **Achieve a 70% PM for zones and 55% for trades as the final average PM to total maintenance rate for the 2016 year. Results:** Zone PM percentage for 2016 is 60%, an increase of 4% from our 2015 numbers. Personnel changes throughout the year, both planned and unplanned, led to a higher demand toward corrective maintenance that we had hoped. Still, the improvement is tangible and heading in the right direction. For the Trade groups, PM percentage came in largely unchanged at 53%. This is an even greater achievement considering the staffing challenges we have faced, particularly in the Plumbing trade. A much larger percentage of their effort has been
dedicated to corrective maintenance and construction activities as they are currently 4 FTE below their full staffing level.

- **Investigate, plan and implement Mobile Maximo Computerized Maintenance Management system to improve work order response time. Results:** The feasibility of Mobile Maximo has been determined and we are moving into the testing phase. Operating licenses have been secured and we are determining which table technology to use. The plan is to use Zone 9 and HVAC staff as the test groups.

- **Continue implementation of recommission program for building mechanical systems. Results:** V23-Library had a full mechanical and controls system recommission performed by the HVAC & BAS teams. Estimated energy savings of 5-10% (>15k), will be tracked and reported on at end of FY17. The success of the program and the involved teams has given us a solid foundation to move forward with. Next up is the School of Dental Medicine, which has already begun. In addition, attention has been given to the Anschutz Health & Wellness Center to troubleshoot humidity and cooling challenges.

- **Kick off Management Training Tract for all managers and supervisors, as well as anyone interested in future leadership positions. Results:** All managers, supervisors and frontline staff are enrolled in the program and have taken at least 1 training course. A total of 200 training sessions have been completed by BMO staff, with a full calendar being scheduled into the first half of 2017. Feedback from the training sessions has been largely positive, with most employees seeing a great benefit to the program and opportunity.

- **Revise Fire and Life Safety strategy to facilitate 100% testing of all fire alarm systems, sprinkler systems, and fire pumps on routine PM’s. Results:** BMO staff committed to implement a comprehensive review and revision of the testing program for our fire alarm and protection systems. The goal is 100% annual testing of all systems, a tall order given the resources we were using at the time. After diligent discussion, planning and action by the team we have procedures and PM’s in place and have completed 100% testing in 12 Anschutz buildings YTD. This will continue to evolve and the goal of 100% annual testing is within our reach. The team consists of the current Fire Alarm Technicians, as well as select members of the Fluid, Distribution and Electrical teams.

- **Continue with completing 12 Facilities Condition Index Audit to assess the condition of assets on a rolling 3-year cycle. Results:** The FCI Audit team was streamlined and refocused to complete the backlog from 2015 in addition to all of the assigned buildings for 2016. This was done successfully and the process continues to be refined to give us better data to use. The addition of a software package to help manage the audits, data and reports will be necessary to continue this programs evolution in 2017.

- **Continue with implementing the skill soft training portal so it can be updated in PeopleSoft and HRMS. Results:** Our safety, training and admin team continues to work with SkillSoft to update the available training, records and rosters within the portal. Continued efforts are needed to integrate our training program fully, but we are 80% complete at this time.

- **Perform the seventh annual customer satisfaction survey electronically and communicate results. Results:** This effort was carried out and successfully submitted once again in 2016. The data we are able to derive from being part of this peer group is vital to our continued maintenance, energy and staffing efforts.

- **Complete the addition of the CUP to the Maximo user group. Results:** Work continues on building the backbone of the CUP Maximo implementation. Current efforts are focused on the hierarchy structure and the full scope of use. Financial peculiarities in dealing with the Auxiliary Enterprise of the CUP have driven the change of focus and delay with getting this completed by year end. We are currently 20% compete, but have the hardest parts behind us.
• Complete the incorporation of Revit modeling into the Facilities Management GIS/BIM program. **Results:** The GIS team continues to work wonders with the integration of Revit into our GIS/BIM program. Ongoing efforts with OIT, Institutional Planning and University Communications have grown the complexity and capability of our system. The Revit incorporation effort is approximately 80% complete.

**CU Denver BMO**

• Improve Preventive Maintenance (PM) to Corrective Maintenance (CM) ratio - goal is 55% for trades and 70% PM for zones. **Results:** Zone PM percentage for 2016 is 68%, an increase of 3% from our 2015 numbers. The achievement of our goal is within reach and realistic for FY17. Full staffing is just now being realized, with two technicians and a lead moving out of our group during FY16. For the Trade groups, PM percentage came in at 50%, an improvement of 5%. This looks to improve in FY17 as well given that we are finally fully staffed in the trades downtown.

As part of our KPI tracking we measured (TVA) Training Value Added, (AVA) Asset Value Added and (CVA) Customer Value Added.

![DC Value Added Work Order Count by Week](image)

The goal of this is to train existing staff and demonstrate results through impromptu reports. By tracking progress and reporting bi-weekly we have been able to steadily increase our number of value added work orders responses.

• Correct existing floor plans to reflect renovations - goal is updated floor plans for BUS, SU, LSC, AB-1 to use as Global Information System (GIS) base document. **Results:** Working with the GIS/BIM team, we have updated the basic floor plans to reflect renovations by importing the as-built plans from FM Projects. This should have all CU Denver buildings up to date.

• Implement field entries in Maximo via hand-held devices for maintenance staff - goal is demonstrating functional use of hand-held devices as a replacement for desktop data entry. **Results:** Along with Anschutz BMO, the feasibility of Mobile Maximo has been determined and we are moving into the testing phase. Operating licenses have been secured and we are determining which table technology to use. The plan is to use Zone 9 staff downtown as one of the test groups.
• Continue strategic management of Construction Services Auxiliary; focusing on financial stability, expansion of services where possible, and increased support of campus projects and renovations. **Results:** After successfully implementing a rate increase on July 1, 2016 and more proactive and diligent application of resources on projects, Construction Services is very financially stable through the latter half of 2016. We continue to offer full construction services to the entire campus community, as well as our partners and affiliates.

FCS maintained a 70% billable work rate over the year.

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• Develop and implement transition plan for critical Locksmith position, pending retirement. **Results:** We hired a new locksmith and initiated training on both campuses to support coverage when the AMC Locksmith retires. Upon retirement we will post for an additional locksmith (potentially a training position) to provide two locksmiths trained on both campuses with a competent supervisor to cover for or assist either as the need arises.

• Continue to develop and expand set-up and disposal services for our building portfolio. **Results:** The DC demand for disposal and set up fluctuates with the campus activity. The program continues to grow and we are adding value to the Denver Facilities portfolio. To fully utilize staff, we are using the low demand periods to begin a QA and inventory program for classroom FFE.

![DC Time on Events and Set Up](image)

• Develop and implement a transition plan/organization for BMO Denver campus phase II. **Results:** This work is part of an ongoing, multi-year process that ultimately ends with the incorporation of Campus Village, Health & Wellness, North Classroom, Engineering, etc. into our portfolio. We are engaged in every project of importance on the AHEC campus that affects our potential future organizational responsibilities, helping to ensure success as we eventually transition into a larger group.

• Complete transition of Campus Village apartments into our portfolio and scope of services. **Results:** We are providing support as requested for campus village. Examples include analyzed cooling tower performance, cleaning and repair needs. We also recommended repairs and service providers we have had success with; analyzed condenser water distribution loop failure problems. From this we recommended revised and improved repair strategies to better combat premature failure of components; analyzed water loss indicators to locate defective tower fill control. We advised what repairs are necessary and directed them to our local service provider.
Continue to develop & maintain prioritized list/funding source and estimated costs for new projects. Results:

Projects in progress:

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Projects in design:

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Provide engineering and support for all campus locations in Building Automation, programming, automation update, improvement projects, capital project design and construction reviews and operations support of line staff. Results:

We currently have 15 projects in progress.

We completed 15 projects in the year
Develop composite site drawing - goal is a useable plan for inclusion in GIS. Results: Sidewalks and Parks DWG files from City of Denver are being reviewed by AMC GIS staff for usability. Once approved and formatted we will import the building files listed above for the Denver Campus GIS.

Building Maintenance and Operations
Goals and Objectives for 2017

CU Anschutz BMO 2017 Goals

- **Maintenance Performance** – Achieve a 70% PM rate for Zones and 55% PM rate for trades.
- **Maintenance Technology** – Implement the pilot program for Mobile Maximo, using HVAC groups as the test on Anschutz. Analyze impact on performance and resource utilization, as well as the reliability of the technology and program as it relates to our maintenance management system.
- **Building Recommissioning** – Complete the recommissioning and balance of School of Dental Medicine and Anschutz Health & Wellness. Develop plan for ongoing support of this program and prioritize the list of buildings/systems to apply it to for the next 2 – 3 years. Successfully integrate this program into the workload and determine resource needs.
- **Training Program** – Continue to push completion of the Management Certificate program for current enrollees, while enrolling new personnel with support as needed. Help develop long-term strategy for training program and what the job description and role to lead this looks like, with plans to fill the vacancy in mid-2017. Continue to support the evolution of the safety training program and support as needed.
- **Fire & Life Safety** – Continue the push for 100% annual system testing, while integrating the FireWorks upgrade successfully. Determine the needs of the CU Denver buildings for addition support from Anschutz staff, with the long-term goal of integrating these systems into our maintenance program.
- **Facilities Condition Audits** – Continue to streamline the audit process, ensuring that relevant maintenance needs are identified, cataloged and prioritized in our maintenance hierarchy (internal/deferred/controlled maintenance). Help determine long-term strategy involving technology to use for better completion and administration of the program.
- **Customer Service** – Perform the 8th annual customer satisfaction survey and communicate the results. Gather and submit all APPA survey information as needed. Monitor and respond to all Maximo-related customer feedback of work performed.
- **Building Automation & Information Management** – Complete the initiation of SkySpark pilot program for system commissioning and/or monitoring. Determine effectiveness of the application, as well as potential for future use or expansion. Continue to update and upgrade BAS/GIS/BIM systems as needed to maintain our ability to control and monitor critical systems across all campus assets.

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Develop composite site drawing - goal is a useable plan for inclusion in GIS. Results: Sidewalks and Parks DWG files from City of Denver are being reviewed by AMC GIS staff for usability. Once approved and formatted we will import the building files listed above for the Denver Campus GIS.

Building Maintenance and Operations
Goals and Objectives for 2017

CU Anschutz BMO 2017 Goals

- **Maintenance Performance** – Achieve a 70% PM rate for Zones and 55% PM rate for trades.
- **Maintenance Technology** – Implement the pilot program for Mobile Maximo, using HVAC groups as the test on Anschutz. Analyze impact on performance and resource utilization, as well as the reliability of the technology and program as it relates to our maintenance management system.
- **Building Recommissioning** – Complete the recommissioning and balance of School of Dental Medicine and Anschutz Health & Wellness. Develop plan for ongoing support of this program and prioritize the list of buildings/systems to apply it to for the next 2 – 3 years. Successfully integrate this program into the workload and determine resource needs.
- **Training Program** – Continue to push completion of the Management Certificate program for current enrollees, while enrolling new personnel with support as needed. Help develop long-term strategy for training program and what the job description and role to lead this looks like, with plans to fill the vacancy in mid-2017. Continue to support the evolution of the safety training program and support as needed.
- **Fire & Life Safety** – Continue the push for 100% annual system testing, while integrating the FireWorks upgrade successfully. Determine the needs of the CU Denver buildings for addition support from Anschutz staff, with the long-term goal of integrating these systems into our maintenance program.
- **Facilities Condition Audits** – Continue to streamline the audit process, ensuring that relevant maintenance needs are identified, cataloged and prioritized in our maintenance hierarchy (internal/deferred/controlled maintenance). Help determine long-term strategy involving technology to use for better completion and administration of the program.
- **Customer Service** – Perform the 8th annual customer satisfaction survey and communicate the results. Gather and submit all APPA survey information as needed. Monitor and respond to all Maximo-related customer feedback of work performed.
- **Building Automation & Information Management** – Complete the initiation of SkySpark pilot program for system commissioning and/or monitoring. Determine effectiveness of the application, as well as potential for future use or expansion. Continue to update and upgrade BAS/GIS/BIM systems as needed to maintain our ability to control and monitor critical systems across all campus assets.

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</table>
CU Denver BMO 2017 Goals

- **Maintenance Performance** – Achieve a 71% PM rate for Zones and 55% PM rate for trades.
- **Maintenance Technology** – Implement the pilot program for Mobile Maximo, using Zone 9 as the test on Denver. Analyze impact on performance and resource utilization, as well as the reliability of the technology and program as it relates to our maintenance management system.
- **Locksmith** – Complete the successful transition of the Locksmith program to new personnel. Evaluate the strategic needs of the program at both campuses and pursue changes as needed.
- **Construction Services** – Continue strategic management of the Construction Services Auxiliary; focusing on expansion of services, sound financial management, and support of campus projects and renovations.
- **Capital Projects** – Provide support and BMO representation for the ongoing North Classroom and Student Wellness Center projects. In addition, work closely with Projects and support departments on renewal and renovation efforts in existing buildings.
- **CU Denver Finance** – Support the CU Denver CFO in managing Facilities Management budget and spending, projects and customer service.

Facilities Support Services Division

**Accomplishments for 2016**

**Facilities Parking & Transportation Program**

- **Order and receive buses for the CU Anschutz Medical Campus Rail Shuttle operation. Results:** Buses equipped with tracking devices so that passengers will be able to follow them via their smartphone. The system will also count the passengers automatically via sensors installed on the bus. The buses will have 4 cameras that can record both interior and exterior events. Buses arrived in late November.

- **Hire and train drivers for the CU Anschutz Medical Campus Rail Shuttle operation. Results:** Ongoing. Interviewing currently and will train drivers for the Anschutz Medical Campus Rail Shuttle operation. Working on an amendment to the MV contract to cover the weekend shifts of the rail shuttle while we evaluate the hours of operation and staffing.

- **Cross train circulator drivers for the CU Anschutz Medical Campus Rail Shuttle operation. Results:** Ongoing. Will cross train circulator drivers for the Anschutz Medical Campus Rail Shuttle operation when other drivers are on board.

- **Have the CU Anschutz Medical Campus Rail Shuttle service up and running when the R Line opens. Results:** Ongoing. Still on track to have the Anschutz Medical Campus Rail Shuttle up at running when the R Line opens in late 2016. Waiting for RTD to provide a more definitive opening date for the R line. It could get pushed to January 2017.

- **Complete license agreements with the hospitals for the CU Anschutz Medical Campus Rail Shuttle service. Results:** Complete. License agreements with University Hospital, Children’s Hospital and the VA Hospital for sharing the cost of the Anschutz Medical Campus Rail Shuttle operation have been signed by all parties.

- **Reevaluate the Eco Pass program and parking rates in effort to reduce the cost of the Eco Pass program to all full time employees and promote use of transit. Results:** Complete. Reduced Eco Pass rates from $27.50/month to $25.00/month to promote use of transit.

- **Complete the hard wiring project for the pay stations. Results:** Cancelled. Upgraded the modems and equipment and found it was not necessary to hard wire the pay stations after all so they remain a wireless communication.
• Install all the new parking equipment that is on site once the hard wiring project is complete. **Results:** Complete. Ordered and installed all new pay stations in September and October. Transitioned the campus from “pay and display” to a more convenient “pay by plate” operation. With this we also installed License Plate Recognition (LPR) equipment on the enforcement vehicles which allows us to cover the campus more efficiently. Now offer ParkMobile so that customers can use an application to pay for parking instead of the pay stations. They can extend their parking time by phone.

• Evaluate the cost versus use of the Zimride program on campus and either renew or terminate. **Results:** Complete. Evaluated the cost of Zimride verses benefit and plan to dissolve the Zimride agreement at its expiration in 2017.

• Work with Boulder to get two of their 15 passengers vans to support the transportation services provided on campus. **Results:** Complete. Added two 15 passenger vans to our fleet to supplement the circulator operation and the intercampus shuttle when needed.

• Review the use of Williams & Fudge for citation collection services. **Results:** Complete. We will retain WF until we are back connected to the DMV and give them a chance to collect on a larger quantity of past due citations.

• Move all GME to the Clermont parking structure and discontinue all maintenance and enforcement on the Ash lot. **Results:** Complete. Moved all GME to the Broadstone parking structure and was able to discontinue all maintenance and enforcement on the Ash lot.

• Relocate some of the bike lockers in Henderson to places on campus where they might get more use. This opens up additional parking spaces on the first level of the Henderson garage. **Results:** On hold. Waiting to determine if we will move them at all depending on the available locations. They would have to be wrapped or painted to lighter color.

• Implement Zip Car on campus as another transportation alternative to support Eco Pass. **Results:** Complete. Implemented Zip Car on as another mode of transportation on campus. There are now 6 ZipCars available to the campus as yet another way to increase support for the Eco Pass.

• Continue to offer Car2go as a transportation alternative that supports the Eco Pass. **Results:** Complete. Still continue to offer Car2go as a transportation alternative that also supports the Eco Pass. The usage of Car2go continues to climb from month to month. We are now at over 150 rides to and from campus per month.

• Continue the Intercampus Shuttle operation and promote ridership as an alternative transportation between campuses. **Results:** Complete. The ridership of the intercampus shuttle is up to 3,000/month depending on the month. Ordered 3 new buses for the intercampus shuttle that were received in December 2016.

• Hotel Teatro’s agreement is year to year. Evaluate the agreement and either renew or terminate. **Results:** Complete. Hotel Teatro’s agreement is year to year. Evaluated the agreement and renewed.

• Continue to work with Alpha Park to purchase discounted parking validations from Writers Square for the Business School. **Results:** Complete. Continued to work with Alpha Park to purchase discounted parking validations from Writers Square for the Business School.

• Awarded a grant to add a level 2 electric charging station to the East Overflow lot to promote sustainability.

• Helped the Health and Wellness Center with parking options to promote membership by students and employees on campus. They can now use their membership number to park and visit the Health and Wellness Center.
Facilities Support Services Roads, Parking Lots and Grounds Programs and Services

- Refurbish the parking operation signage. **Results:** 70% completed and ongoing.
- Provide at least three team building training/activities to staff. **Results:** Complete and ongoing.
- Window cleaning RFP and completing first half of the campus building. **Results:** RFP was completed and the first half of the campus buildings were cleaned.
- Striping arrangement of Wheeling St and 17th place intersection. **Results:** Completed with cooperation of the VA and University Police.
- Complete campus way-finding and signage refurbishing. **Results:** On hold, pending approval from Andre Vite, campus architect and leadership.
- Expanded the West Overflow parking lot, creating an additional 89 parking stalls to the lot.

Facilities Support Services of Custodial/Proctor and Special Events Set-up Groups

- Work with Asset Management to complete the process of creating a timely and effective pickup process of surplus equipment. We will be integrating the process into EMS to make it easier for the customers to input requests, as well as Asset Management and our group to track all requests. **Results:** Completed.
- Implement online/mobile inspection process using GCA’s software. This will allow proctors to send inspection results/requests in real time from their mobile phones or from their computers in their offices. Communication and tracking between proctors, GCA and FSS management will be in one place which will streamline the whole process and benefit the customers. **Results:** 60% completed and ongoing.

Facilities Support Services Mail Services

- Hire 3 part-time staff. **Results:** One part-time staff was hired, it has been determined that our current full time staff on board is sufficient and no additional part-timers were required.
- Outsource the downtown route with a courier. **Results:** The downtown route was outsourced by “The Feet” and has been a great decision for Mail Services.
- Reconfigure the mail center workstations to help create a friendlier environment. **Results:** This was accomplished, in addition the mail center was painted and it has done an amazing job for moral.

Facilities Support Services Food Service/Bookstore

- Finish construction projects for Bookstore Brew 500 café. **Results:** The initial project was completed, to include adding booth seating, a half wall, proper signage, fresh paint, and a new hinge door for the kitchen.
- Determine Bio-Science Food Service needs and implement them. **Results:** It was determined that Bio-Science II does not warrant a food service venue.
- Work with Barnes & Noble to establish a strong marketing campaign to increase revenue. **Results:** We were able to successfully work with Barnes & Noble to build a strong marketing campaign, Barnes & Noble built relationships with Student Government this year and student specific marketing has been successful.
Facilities Support Services Printing Services

- **Implement Print Smith and DSF by March 2016.** *Results:* We are currently on track to have Print Smith live by March 2017.
- **Hire a new Production I staff.** *Results:* It was determined that instead of replacing a Production I staff, Printing Services would hire a lead position, an offer has been made on a temporary basis, and that was filled November 2016.
- **Stay current on billing and expand growth for design and printing via pro-active marketing and outreach.** *Results:* We continue to work on keeping billing current, due to lack of staff this goal is a continual effort. Marketing and outreach will follow when there is sufficient staff.

Training

- **Continue the development and Implementation of a Management Training Certificate Program working with providers and management staff to schedule courses throughout the year.** *Results:* A 6-month schedule has been finalized and sent out to the staff.
- **Continue to provide and support the Internship Program that benefits the department and the interns with their technical development.** *Results:* Two of the three Interns were hired as full time employees.
- **Continue enhancing technical skills of staff by coordinating and scheduling appropriate training courses.** *Results:* Ongoing.
- **Continue to coordinate with APPA and RMA to bring additional courses to Facilities Management staff.** *Results:* Ongoing and more staff involved in the various training programs.
- **Work with other key department personnel and others outside the department to create an effective training tracking tool/process.** *Results:* Electronic training form has been implemented and has streamlined the process. A more robust training tracking system is being developed.
- **Continue taking the lead role with the Onboarding process.** *Results:* Re-evaluating the Onboarding process to include additional information (i.e. HR information, etc.).

Building Department

- **Continue to provide excellent service in permitting, inspecting and closing out construction and remodel projects for the university and its affiliates, University Hospital and Children’s Hospital of Colorado.** *Results:* Complete and ongoing. Have provided training sessions to both UC Health and CHCO personnel on process and procedures and will continue to do so.
- **Obtain the proper amount of Continuing Education Credits (CEU’s) for certifications to remain current and in good standing.** *Results:* Complete. All Building Dept. staff have completed proper training and have obtained enough CEU’s to keep their certifications current.
- **Begin required testing and training to become a “Certified Building Official” through the International Code Council. This is a 2-year process.** *Results:* Began this process, yet put it on hold because I will be transferring to Boulder. Was scheduled to take the first of three exams in December.
- **Ensure proper review, inspections and close-out of the following current large projects.** *Results:*
• **Downtown Campus Health & Wellness Center (depending upon design/construction schedule).** Ongoing – currently in the design review phase. Permit to be issued in November, 2016.
  • **Campus Services Building Remodel.** Ongoing – Construction scheduled to be completed in December, 2016.
  • **CHCO Administration Building Addition (depending upon design/construction schedule).** Ongoing – project still in design and funding sources are being explored.
  • **Any other project not yet on the Building Department “radar”.** This item will be updated in the 2017 goals.

• **Ensure proper review, inspections and close-out of a multitude of current small projects.** **Results:** Complete and ongoing. In 2016, 143 permits have been issued to date, and about 80% of them can be considered small projects. Have completed a total of 92 permits – the remainder are on-going.

• **Complete design and development of all-inclusive permitting, inspection, compliance review, code enforcement and project close-out software suite and roll-out to the public.** This will include training sessions for all project management teams and BMO representatives. **Results:** The software solution we have been developing is not going to work the way we originally intended it to. The capabilities of the system are not suited to our department’s needs. However, the lessons learned from the development and beta testing of the system are vital to the search for another software solution that will be proficient in the areas the Building Dept. requires. All of the information gathered during our trial run of the system will be relayed to the new Campus Building Official and it will be up to that individual to continue the search for a solution that will work.

• **Have developed time-sensitive training plans for Building Inspection Staff and Fire & Life Safety Officer and will continue to monitor their progress toward becoming certified inspectors/plan reviewers within their fields of expertise.** Mr. Miller has already achieved his ICC Certification as an Electrical Inspector and Mr. Shorey has also achieved his ICC Certification as a Plumbing Inspector. **Results:** Both Tony Miller and Shawn Shorey are on schedule with their training plans. Mr. Miller achieved Electrical Plans Examiner Certification on 5/24/2016 and Mr. Shorey is scheduled to take the Mechanical Inspector exam on March 1, 2017.

**Fire & Life Safety**

• **Continue to provide excellent service to the university campus in relation to Fire & life Safety issues and continue to provide expert level opinions and analysis when issues arise.** **Results:** Complete and ongoing.

• **Obtain the proper amount of Continuing Education Credits (CEU’s) for certifications to remain current and in good standing.** **Results:** Complete. Mr. Sawyer has completed proper training and has obtained enough CEU’s to keep his certifications current.

• **Obtain certification as ICC Building Plans Examiner – currently scheduled in March of 2016.** **Results:** Completed on 3/22/2016.

• **Continue to assist Building Department with plan reviews and inspections.** **Results:** Complete and ongoing.

• **Assist, as needed, with the strategic planning related to the MOU with South Metro Fire Rescue Authority.** **Results:** This is currently in final review by the CU Denver Legal Department.
• Continue to revise, rewrite and update policies relating to Fire & Life Safety and generate written interpretations as required. **Results:** Complete and ongoing.

• Ongoing collaboration with EH&S in regard to hazardous materials issues and help to differentiate between the duties relating to Occupational Health & Safety matters, Environmental Health & Safety matters and Fire & Life Safety matters where the International Codes and NFPA Standards delegate statutory authority. **Results:** Complete and ongoing.

• Complete the generation and distribution of the Lab Safety Guidance Manual and further pursue other educational opportunities including the distribution of a safety bulletin/newsletter. **Results:** The manual is being distributed as inspections are performed.

• Continue to conduct systematic facility inspections with ongoing review of fire protection systems maintenance and consistent/ reasonable code and standard application and interpretation. **Results:** Complete and ongoing. Fire alarm activity reports are sent out monthly and inspections are continuing.

• Continue to maintain communications and relationships with AFD, including relation of current construction projects on campus and organization of AFD walk-throughs. **Results:** Complete and ongoing.

Facilities Support Services Division
Goals and Objectives for 2017

**Facilities Parking & Transportation Program**

• Closely monitor and evaluate the ridership and hours of the Anschutz Medical Campus Rail shuttle. Make adjustments as necessary and communicate to the public and partners.
• Market the rail shuttle through RTD and work to get it added to their Trip Planner system.
• Consult with partners of the Rail Shuttle on adding electronic signage to the 5 bus stops and share the cost.
• Contract with MV Transportation is set to end June 2017. Create the intercampus RFP and put it out to bid.
• Create an addendum to add the VA to the rail shuttle contract and shared costs.
• Review the cost of the Eco Pass in hopes to be able to drop the cost from $25/month to $20/month for employees to promote the use of the rail shuttle.
• Renew the Rock Lot agreement with the FRA as well as the license with the City of Aurora.
• Give notice to Zimride to end our agreement in June 2017. Cost savings of $10k annually.
• Receive the 3 new buses for the intercampus shuttle and put them into service. Send the 3 remaining 2006 buses to auction.
• Negotiate an agreement with Alpha Park to help the GME continue to park in the Broadstone garage near the VA in 2017.
• Renew Hotel Teatro’s agreement to keep the revenue stream at the CU garage.
• Restore connection with the Department of Revenue, Motor Vehicles so that our parking system can communicate with them and gain access to vehicle owner information for purposes of citation collections.
• Create “Chancellor’s Spaces” in the Lawrence Street Center to help with our relationship with the Residents when they park over their allotted time.
• Add more vehicle tracking devices to other vehicles with Cartasite so that managers and supervisors can gain access to their vehicles and locate them when needed.
• Update the “Campus Bird” map online and take down all old existing maps that may be out of date.
Facilities Support Services Roads, Parking Lots and Grounds Programs and Services

- Bus shelter installation and preparation for campus shuttle operation.
- Complete window cleaning to second half of University buildings.
- Assisting Projects with the campus lighting improvement project.
- Coordinating with UCH and University Police, traffic (vehicular and pedestrian) improvement along 16th Avenue.
- Pending funding approval, coordinate the repairs of damaged campus loading dock surfaces.

Facilities Support Services of Custodial/Proctor and Special Events Set‐up Groups

- Survey and adjust Shred‐it locations across campus
- GCA‐explore consumables usage and adjust contract as needed
- Cross train Special Events Set‐up group with Materials Handlers in similar way to Set‐ups and Proctors

Facilities Support Services Mail Services

- Implement more up to date technology to our meter system
- Package tracking system through Pitney Bowes- in place and have staff trained by July 2017
- Software upgraded in the Post Office Kiosk - February 2017
- Continue working on efficiencies in our mail delivery and package delivery with technology upgrades and accountability

Facilities Support Services Food Service/Bookstore

- Upgrade vending machines on the Anschutz Campus
- Coffee bar upgrades in Café 500
- Remodel The Lift downtown – December 2016/January 2017
- Implement new food truck rotations and purchase tables/chairs – May 2017
- Student charge program initiated in the bookstore – December 2016
- Window signage for the CU Bookstore
- Wayfinding signage for the CU Bookstore

Facilities Support Services Printing Services

- Implement Print Smith and DSF by March 2017
- Stay current on billing
- Expand growth for design and printing via pro-active marketing and outreach.

Training

- Continue Management Training Certificate Program and strategy to acknowledge staff completing the program.
- Determine who will take the lead role with the Internship Program following the retirement of the Training Manager.
- Implement the Track‐It program to streamlining the training tracking process.
- Develop Executive Reports for quick and easy review of the program and its costs and effectiveness.
- Review and modify as needed the Onboarding process and determine who will take the lead role with this program.
Building Department

- Hire and train the new Campus Building Official. Ensure all required training is scheduled and received, including New Employee Orientation, Sexual Harassment, Supervisory training, Procurement/Financial training, etc.
- Continue to provide excellent service in permitting, inspecting and closing out construction and remodel projects for the university and its affiliates, University Hospital and Children’s Hospital of Colorado.
- All personnel to obtain the proper amount of Continuing Education Credits (CEU’s) for certifications/licensing to remain current and in good standing.
- Ensure proper design, review, inspections and/or close-out of the following current ‘high-priority’ projects:
  - Downtown Campus Health & Wellness Center – Permit issued November 10, 2016.
  - Campus Services Remodel (including remodels within LSC, B500 & ED2) – Scheduled to be complete in Jan., 2017/Feb. 2017.
  - AMC Site Lighting Project – Permit issued 07/20/2016.
  - University of Colorado Hospital, Cancer Center 3rd Floor Renovation – Permit issued 11/02/2016.
  - University of Colorado Hospital, Doc-Line Renovation – Permit issued 11/02/2016.
  - University of Colorado Hospital, AOP SPD Operating Rooms Remodel (if funded/approved).
  - Children’s Hospital of Colorado, OR Sub-Sterile Exhaust Fans – Permit issued 10/13/2016.
- Ensure proper review, inspections and close-out of a multitude of current small projects.
- Continue to monitor the progress of the time-sensitive training plans for Building Dept. Inspection Staff. Each plan details certifications that staff are required to obtain within their individual field of expertise (plans attached).

Fire & Life Safety

- Hire and train the new Fire & Life Safety Officer. Ensure all required training is scheduled and received, including New Employee Orientation, Sexual Harassment, Supervisory training, Procurement/Financial training, etc.
- Continue to provide excellent service to the university campus in relation to Fire & life Safety issues and continue to provide expert level opinions and analysis when issues arise.
- Fire & Life Safety Officer to obtain the proper amount of CEU’s for certifications/licensing to remain current and in good standing.
- Continue to assist Building Department with plan reviews and inspections.
- Review, revise, rewrite and update policies relating to Fire & Life Safety and generate written interpretations as required.
- Ongoing collaboration with EH&S in regard to hazardous materials issues and help to differentiate between the duties relating to Occupational Health & Safety matters, Environmental Health & Safety matters and Fire & Life Safety matters where the International Codes and NFPA Standards delegate statutory authority.
- Pursue educational opportunities for the university community related to Fire & Life Safety.
- Continue to conduct systematic facility inspections with ongoing review of fire protection systems maintenance and consistent/reasonable code and standard application and interpretation. For Lab inspections assist EH&S as necessary.
- Continue to maintain communications and relationships with Aurora Fire Department (AFD), including relation of current construction projects on campus and organization of AFD walk-throughs.
- Update the AED program and ensure full compliance with all requirements.