Office of the Associate Vice Chancellor for Facilities Management
Accomplishments for 2018 and Goals for 2019

Office of the Associate Vice Chancellor for Facilities Management
Accomplishments for 2018

- Revise the Facilities Management Training Track booklet to include new information. Results: Completed.

- Work with campus departments, other CU Campuses and outside entities to bring the Manager’s Training Track program to their organizations. Results: Ongoing. Our training manager traveled to Arizona to work with the National Children’s Hospital Consortium to present on our training program. We are working with the Boulder campus to help them create a similar program on their campus and hope to meet with our internal HR team late in the fall to work towards a collaborative approach for this program and the rest of the campus.

- Successfully transition our resource managers and the campus community to the new EMS 44.1 system in the spring of 2018. Results: Completed. We went live with the new system on April 27, 2018.

- Host the 2018 RMA annual regional conference. Results: Completed. The conference was held September 22-26th—the largest conference in RMA history at 445 attendees.

- Plan and execute the 2018 COAPPA Conference. Results: Completed. The conference had 245 attendees at AIMS Community College in Greeley, CO. We had over 40 vendors present and overall a very successful local event.

- Work with the BMO training dive team to reorganize and incorporate the BMO PMT trainings with the safety/compliance trainings and other department-required trainings so that the entire training program is coordinated and efficient, regardless of division. Results: Ongoing. We are 11 months into the process and so far, we have been able to hold all scheduled training. We are now in the process of looking at the amount of training and types of training to find efficiencies for the staff. A comprehensive training calendar is complete for the BMO group.

- Research and purchase software to more efficiently and effectively track our employees attendance at training. Results: In progress. We have purchased the software and are working toward completion of implementation.

- Upload all of the training data to PeopleSoft for BMO so that supervisors and staff can track their own progress. Results: On hold. There was some question of whether or not the university would retain Skillsoft trainings. This part of the training program is on hold until we have definitive answers on Skillsoft.

- Begin the conversation with Finance, Projects and Facilities Support Services to integrate their training into PeopleSoft. Results: We have had initial meetings with each division, but are waiting until after the first of the year to focus on this project.
Office of the Associate Vice Chancellor for Facilities Management

Goals for 2019

- **A1** - Incorporate all of the divisions in the department into the master training calendar by engaging each director to seek out trainings that are pertinent to each group, while taking into consideration the compliance and safety training for the entire department.

- **A2** - Create a set of guidelines and process documents for the student worker, BMO intern and department-wide apprenticeship programs.

- **A3** - Continue to work on succession planning for the administrative functions in the office so that we have enough knowledge spread among more than one individual in the office for successful transition when the time comes.

- **A4** – Finalize security access, both horizontal and vertical, for the Campus Services Building.

- **A5** – Establish educational sessions for protecting research and equipment.

Finance and Administration Division

Accomplishments for 2018

- **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.** *Results:* Further improvements in the reporting process to include Building Maintenance Projects. Created new presentations and reporting on the Anschutz Parking auxiliary to identify areas needing enforcement and new growth assumptions. Supported the analysis on the Central Utility Plant expansion. Created further improvements in the financial controls process with procurement rules and credit card purchases, increasing transparency and a universal process for all purchases. Supported the Event Management System and began analysis for future improvements on billings.

- **Provide financial oversight of all active/open projects with no significant issues.** *Results:* Provided a wider bandwidth of support in project accounting. For FY18, paid over 5,000 invoices of $74M in support of Facilities Management Projects. Assisted in the development of the quarterly cash flow reporting process and helped with improvements for the first few cycles of inputs. Began an archiving project to better track and extract historical project data.

- **Provide Human Resource services to all our constituents in Facilities Management in an efficient, open and collaborative manner.** *Results:* Finished the MyLeave migration for all payroll employees not on Kronos and conducted training for all supervisors and above using MyLeave. Finished the discovery document for the Kronos payroll implementation upgrade. Supported Central HR with the monthly Personnel Matters Report and training needs during a time of turnover.
• Continue focus on providing quality IT services to all our constituents in Facilities Management.  
**Results:** Worked with the Building Automation System team to integrate Siemens systems with Maximo for meter based preventive maintenance and the system is now in place. Implemented a network monitoring system to alert the BAS team when devices are offline. Developed further Maximo processes to support building maintenance. Finished the Kronos payroll discovery document and continue to lead the upgraded implementation. Completed the implementation of the Archibus system for space planning utilization and reporting. Created a full-scale conferencing system in Room 324 with ease of use with NUC (New Unit Computing) and wireless video sharing. This is the pilot program for future systems put in place in the Campus Services Building.

Finance and Administration Division  
Goals for 2019

• **F1 - 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 financial controls process with procurement rules and credit card purchases. Strengthen the team’s overall understanding of each other’s role with departmental finances, giving more redundancy and cross training. Implement a training program for supervisors and above to further help with the procurement process, PPE reimbursement, and credit card purchases. Further, enhance the capabilities of the finance and accounting group by assessing the skills of the new team members.

• **F2 - Provide financial oversight of all active/open projects with no significant issues.**  
  Further development of project accounting to provide wider bandwidth to support Project Management’s increasing workload. Develop a consolidated report to better and more efficiently support the Regents’ reporting needs. Support of the Controller’s office with financing needs of the CUP Expansion and procedures for future financing.

• **F3 - Provide Human Resource services to all our constituents in Facilities Management in an efficient, open and collaborative manner.**  
  Support the Kronos upgrade for time-entry personnel and lead the training of supervisors and above on the new online system. Continue the support of the HCM upgrade activity. Modify department policies to assist employees further with FMLA, Worker’s Compensation, and leave request processes. Develop an annual training plan with the department on HR items, expanding from the inaugural training this fall.

Facilities Projects Division  
Accomplishments for 2018

Facilities Projects received 115 new projects this past year to date since Dec 2017 on track for 172 new projects (a 10% increase) and has a high volume of active projects currently

• **Anschutz Medical Campus Projects. Results:** Completed the schematic and design development phases of design for the $242M Anschutz Health Sciences Building staying on budget and schedule. Completed design for B500 4 West and stayed on budget and schedule. Have nailed down scope for the progressive and innovative “red carpet space” need for the Academic 1 First floor renovation and finalized budget. Provided support for the 26-acre transfer of FRA to CU property. Help develop the $50M plus Johnson Depression Center project. Managed the Parking Garage Police project to a logical stopping point. 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.
• CU South Denver/Ft. Logan/1800 Grant/Leased Space. Results: Supported ongoing renovation needs with project management for all of these locations. Completed grant funded School of Medicine ARTS and College of Nursing renovations at Ft. Logan on time and budget. Completed critical due diligence on the ARTS building.

• Denver Campus Projects. Results: Completed construction on the new $42M CU Wellness building and stayed on schedule. Completed construction for the first 5 phases of the $37M AHEC North Classroom renovation and through excellent project management we have enough funding for a final phase 6 to address the desired atrium and bathrooms renovation that will finish in March of 2019. The critical City Center project is complete; receiving high compliments from Chancellor Horrell. Completed design for the Business School infill project has stayed on track and budget and will move into construction shortly. The $4.25M new Tivoli renovation project has completed design staying on track. A significant effort was expended on getting a public private developer on board for a new 500-bed dorm, sale of the CVA facility, and doing a development on CVA 2 with a developer. We managed and supported a regular stream of renovations at AHEC, LSC, CU Denver Building, and Business School. Supported an update to the 10-year capital plan.

• Infrastructure. Results: Continued campus infrastructure licenses with CHCO, UC Health, FRA, and City of Aurora, and third parties including cellular providers for all campus development. Used site logistics and traffic meetings for effective site wide coordination and communication for construction disruptions. Monitored 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. Completed a program plan for a CUP expansion and on track to meet CU Anschutz and UC Health development goals.

• CU South Denver/Ft. Logan/1800 Grant/Leased Space. – Results: Support ongoing renovation needs with project management for all locations. Includes a roughly $2M discovery den renovation and infrastructure improvements.

• 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. Assist with new and existing grants related to sustainability. Stayed on track for LEED Gold for the CU Denver Wellness center.

• Acquire Additional Project Management Staff. Results: Developed a new plan to partially fund project management and moves with a 2% fee on $2M plus cash funded projects. We received approval from both chancellors and CFOs on this new long-term funding plan for project management. Have implemented the plan and hired/replaced one new project manager engineer/architecture positions and have three student workers to help meet workload. Have promoted a staff project manager into a senior project manager role as planned.

• Project Management and Supervision Training and Special Projects. Results: Continued training new project management staff. Continued a regular training program for existing and new PM staff. Focused on the Facilities Management Manager’s Training Certificate Program for supervision and interested staff and future leaders. Mike Barden, Todd Akey, and Raeann Gregory have completed the
Facilities Management Certificate Program this year. Robert Holzwarth completed all four tracks of the APPA leadership program this year. Updated all of the project process manuals, campus standards, and continued a search for a new project management software with CU Boulder.

- **Move Management. Results:** Our move management team has developed a weekly list of all active moves and expressed concerns about capacity of the group have been resolved. We have happy customers. The move management team is on track to complete 300 moves this year.

**Facilities Projects Division**
**Goals for 2019**

- **P1 - Anschutz Medical Campus Projects.** Complete design and move into construction for the $242M Anschutz Health Sciences Building staying on budget and schedule. Complete construction for the $5.6M B500 4 West and stay on budget and schedule. Complete construction for the $3.9M Academic 1 First Floor renovation and finalize budget. Complete design and start construction for the $33.4M Central Plant expansion. Complete R2 curtain wall repair and complete new round of campus signage. Focus design and construction efforts on the major SB267 controlled maintenance projects. 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.

- **P2 - Infrastructure.** Continue campus infrastructure licenses with CHCO, UC Health, FRA, and City of Aurora, and third 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. Work closely with the City of Aurora on the Peoria Storm Line project. Work with UC Health on AIP 3 infrastructure needs and interface to existing campus systems.

- **P3- Sustainability.** Serve as subject matter expert, resource, and trainer for campus community for sustainability, energy, greenhouse gas (GHG) emissions reductions, green cleaning and labs. Continue 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. Encourage robust recycling on campus.

- **P4 - Denver Campus Projects.** Complete construction for the final 6th phase of the $37M AHEC North Classroom renovation. Continue construction for the $11M Business School infill project. Complete construction on the $4.25M Tivoli Theater for a fall 2019 opening. Continue to support getting a public private developer on board for a new 500-bed dorm design and construction, sale of the CVA facility, and doing a development on CVA 2 with a developer. Manage and support a regular stream of renovations at AHEC and Denver Campus buildings. Assist with estimating and scheduling for new capital projects and annual update of 10-year plan.

- **P5 - CU South Denver/1800 Grant/Leased Space.** Support ongoing renovation needs with project management for all of these locations.
Facilities Building Maintenance & Operations Division
Accomplishments for 2018
CU Denver BMO

• Maintenance Performance – Achieve a 72% PM rate for zones and 55% PM rate for trades. Results: PM percent was 70% for zones and 58% for trades. The trades and zones groups manage work according to priority. Corrective work has a higher priority than preventive and as a result, zones and trades closed incomplete 326 and 238 PM WOs respectively.

• Develop Effective Maintenance Models for Auxiliary Funded Buildings – CVA and Wellness will require unique maintenance approaches. Without funding or positions, FM will need to adopt a different model for serving these new clients. Results: We have implemented a pay-for-service model. This means spending minimum time and providing maximum information due to auxiliary funding status. Campus Village - implementing this philosophy at CVA meant the two FM employees stationed there act as internal employees. Work requests are opportunities to train the staff for greater self-sufficiency. This resulted in the two staff assuming greater responsibilities and expanding the scope of their work. They are becoming very efficient and reducing their need for other FM support (See charts in Campus Village Operational Improvement below). Student Wellness Center - with the building being brand new, non-preventive FM support is minimal. That has truly been the case for the latter half of 2018. We continue to monitor hours and cost in support of this auxiliary building and program and look forward to seeing what 2019 brings.

• Campus Village Operational Improvement – Transition from crisis recovery to normal maintenance. Implement appropriate SBE Mechanical Study recommendations. Develop a sustainable maintenance program for the facility. Results: FM continues to provide two FTE for maintenance. Our focus this year has been on-the-job training for the two maintenance staff thus reducing the need for other FM trades and zone support. We were able to reduce the support hours from 1,585 in 2017 to 319 in 2018. Repairs and improvements made in the 2018 summer deferred maintenance project are resulting in increased reliability of the mechanical systems. These include: repairs of boiler controls, cleaning the cooling tower and sump, replacement and repair of defective heat pumps, adding structural supports in the primary condenser water distribution system, replacement of inoperable control and mixing valves, replacing insulation on various water distribution systems, installation of double wall boiler flues and roof stack and installation of drained catch-pans under heat pumps in IT rooms.

![FM Support hours at CVA - 2017](image)
The combination of engaged employees willing to assume new responsibilities, skills transfer, and the corrections of known deficiencies results in greater reliability and reduced labor.

- **Hardscape Repairs** – Identify economical solution for Denver Campus hardscape repairs. Implement solution and track repair success. **Results:** FM is experimenting with two-part epoxy repair system for concrete. At CVA we repaired the three sets of finger wing exterior stairs for $11,000. The contractor’s bid for the work was $80,000 for repair and $210,000 for replacement. We are currently experimenting with various pulverized concrete blends to achieve ideal color for hardscape repairs. Some of this can be seen in front of LSC. The two-part epoxy patch with pulverized concrete filler proved effective and economical. Staff shortage limited our ability to apply the product on a larger scale.

- **Staff Maintenance Efficiencies** – Financial pressure mandates improving efficiency and utilizing creativity in responding to needs. Track improvements in efficiency through process improvements. **Results:** Starting in January the FM zone and trades staff focused on cross training to improve skills. We were able to track specific cross training on 3% of our work orders or 341 WOs. This was informal on-the-job training that transferred skills from trades staff to zone staff. As a result, zone staff members are now capable of performing broader scopes of work in the areas of HVAC, plumbing and electrical. This improvement was realized in varying degrees based on the willingness of staff to pursue training on work tasks.

- **Carpet Cleaning Program** – Utilize creativity to maximize the service value of carpet cleaning expense in the CU Denver buildings. **Results:** Evaluation period carpet cleaning results were 191,475 SF cleaned. This was just over ½ of our $40K budget. **SF carpet area cleaned per building** shown below.
• **Interior Finish Renewal** – Track renewals and rank remaining areas for condition as a finishes condition assessment. **Results:** We have developed and are building out a finishes tracking system operating in a PDF graphics program. Using floor plans, we are able to measure existing finishes in sqft and record renewals. This allows planning of future renewal work and tracking completed work. The screen capture below is an example of how we are tracking types of finishes and the associated sqft.

[Diagram of floor plan]

This system has been implemented for public spaces in the CU Denver buildings, with the possibility of including departmental space finishes also.

**CU Anschutz BMO**

• **Maintenance Performance** – Achieve a 70% PM rate for zones and 58% PM rate for trades. **Results:** Overall PM% at Anschutz is 75.4%, with the zones at 67.8% and the trades at 84.6%.

• **Building Recommissioning** – Complete the recommissioning and balance of the Dental School of Medicine and start on the Academic Office 1 and Fulginiti Pavilion for Ethics and Humanities. Develop a 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. **Results:** Due to the AO1 1st floor remodel project, this building is on hold. We added Education 1 and Nighthorse Campbell to the list. Fulginiti is 20% complete, with the team going through the first phase (data gathering). Dental Medicine is complete, with only one final project remaining (in Projects / Engineering now). In 2019, we will track energy savings and report out.
• Training Program – Continue to push completion of the Manager’s Training Certificate Program for current enrollees, while enrolling new personnel with support as needed. Results: We have completed the development training plan for zone proctors and trades staff. We continue to support the evolution of the safety training program. We had 14 BMO staff graduate from the Management Training Program in August 2018 and signed up all new supervisors, managers, and leads. Other staff are continuing with the program and projected to graduate next year. Five staff completed IFMA certifications (FMP), three signed up for IFMA (SFP), four completing the IFMA (EOFM), and a couple of staff are testing for APPA CEFP and EFP. We assigned several BMO staff to join the training committee to represent our needs as the department training managers develop a department-wide training calendar to include safety and compliance training, PMT trainings and technical trainings utilizing a comprehensive calendar, tracking mechanisms and consistent and improved delivery methods.

• Facilities Condition Audits – Continue with 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. Results: Completed 12 Facilities Condition Audits at Anschutz. In 2019, we will continue this pace, with hopes of increasing if we can invest in software to help improve accuracy and efficiency.

• Customer Service – Perform the 9th 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. Results: We submitted data for the APPA FPI and NACUBO surveys in December. Actively working with the CUP and South Denver to add them to Maximo.

• Building Automation & Information Management – 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. Speed up the efforts to document all campus buried utilities and mechanical/electrical systems within buildings themselves for inclusion in the interactive GIS/BIM system. Results: The REVIT upgrade is complete in two buildings and we are working on more. 75% completed with Downtown GIS; including 100% completion on buildings plans, while continuing work on site map for Denver Campus.

Building Maintenance and Operations
Goals for 2019

CU Denver BMO

• DB1 - Maintenance PM Performance & Improved Efficiencies - Achieve a 73% PM rate for Zones and 60% PM rate for trades

• DB2 - Campus Village Turnover - Develop transition plan for potential transfer of operations to P3 Development Partner

• DB3 - Carpet Cleaning Program - Continue to streamline service and value of carpet cleaning

• DB4 - Interior Finish Renewal - Complete buildout of tracking mechanism and develop priority ranking of carpet/paint finishes condition assessment
CU Anschutz BMO

- **AB1** - **Maintenance PM Performance & Improved Efficiencies** - Achieve a 70% PM rate for Zones and 58% PM rate for trades.

- **AB2** - **Building Recommissioning** - Complete the recommissioning and balance of the ED1 and Fulginiti Pavilion for Ethics and Humanities. Report out on savings for Dental Medicine.

- **AB3** - **Facilities Condition Audits** - Continue with 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.

- **AB4** - **Building Automation & Information Management** - 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. Continue the efforts to document all campus buried utilities and mechanical/electrical systems within buildings themselves for inclusion in the interactive GIS/BIM system/Revit.

**Facilities Support Services Division**

**2018 Accomplishments**

**Building Department**

- Hire and train the new electrical building inspector. **Results:** Completed, Nick Sullivan is the new electrical building inspector.

- Ensure all building inspectors continue to obtain certifications that will benefit the function of the Building Department. **Results:** Ongoing through the end of the year.

- Have inspection personnel attend classes and training to help expand the professional education and development and to maintain the required continuing education credits that are required to maintain their certifications. **Results:** Completed. Shawn Shorey has obtained his Fire Sprinkler Inspector certification and the Medical Gas Systems Inspector certification. Nick Sullivan has obtained his Commercial Electrical Inspector and Electrical Plans Review certification through ICC. He has also obtained his Master Electricians License.

- Transition from the current Share Point Inspection software to the new My City Inspector software and train the Project Managers of all three entities (UCD, UCH and CHCO) on the use of the software. **Results:** Ongoing.

**Facilities Support Services-Custodial/Proctor, Special Events Setup, Pest Control, Materials Handlers Groups**

- Transitioned three day-time proctor positions to the night shift to better identify and resolve housekeeping related issues that come up during business hours but need rectifying after employees leave campus. **Results:** Ongoing and should be completed first month of 2019.
• **RFP for Custodial Contract.** *Results:* Ongoing negotiations to extend the current contract with ABM for one more year.

**Facilities Parking & Transportation Program**

• **Review the Rail shuttle operation historical ridership data for weekends and holidays.** Determine if there is a need to reduce services during this time. Also, calculate and consider the cost saving associated with reducing services on these same days. Involve University Hospital and Children’s Hospital in this review. *Results:* In agreement with Children’s and UCHealth, we have reduced service during major holidays. We do not operate on New Year’s Day, Memorial Day, 4th of July, Labor Day, Thanksgiving Day or Christmas Day. There are other holidays the shuttle is in service at reduced hours.

• **Remove VA logos from the rail shuttle buses.** Request a new logo as representation of the Transportation Management Association. Once approved have these put on the buses to replace the VA logo void. *Results:* Complete. VA logo has been removed from buses, signs and website.

• **Rail Shuttle cost analysis.** March 2018 will be the one-year anniversary for the rail shuttle. We will take this year in review to compare it to our original forecasts for this operation. We will provide our partners with a statement of where the grant funds currently stand at that time. *Results:* Complete. The budget is on track to help support the cost of the rail shuttle for the first 3 years of initial operations.

• **Manager of Grounds, Roads & Parking Maintenance, and Transportation.** This new position will take effect January 1st. Transition all rail shuttle drivers so that they report directly to the person in this new position. This includes performance plans and evaluations. *Results:* Complete. Aaron Boothe was hired in the position as of 1/1/18.

• **Intercampus Shuttle Contract.** The original contract for the intercampus shuttle with MV Transportation was set to expire in June 2017. It is extended through February 2018. Prior to that we will put it out to bid through the RFP process and award the new contract. This new contract will include additional language with rail shuttle responsibility. *Results:* Complete. The Intercampus Shuttle RFP was published. After following the procurement process the contract was awarded to the incumbent, MV Transportation in August 2018 at an overall cost savings.

• **Revise the intercampus shuttle route.** The VA will relocate to their new location on campus in 2018. When that happens the intercampus shuttle route will be revised, as there will no longer be a need to stop at the VA Building on 9th Avenue. At that time, we will adjust the current schedule. *Results:* Ongoing. Since the VA opened in late July 2018, the intercampus shuttle still stops at the Colorado and 9th Avenue location. Ridership is monitored to determine when service will discontinue.

• **Circulator boundaries.** Reduce the campus circulator boundaries to create a safer environment for the drivers. Update the website with information that outlines the areas we will service. *Results:* Complete. The circulator does not go to General’s Park, RTD Bus stops on Colfax, the Day Center or street corners.

• **GME Parking.** Negotiate a new parking rate with LAZ Parking for GME at the Broadstone garage. Define the timeframe for this contract given that the VA is set to move to their new location in 2018.
and there may no longer be a need for this parking. **Results:** Complete. GME contract with LAZ parking ended 9/20/18.

- **Eco Pass.** Renew the Eco Pass agreement with RTD. Set payments up quarterly. Determine if the rate for the Eco Pass only should remain the same based on parking rates. Review the costs of the Eco Pass plus parking rates. **Results:** Complete. Eco Pass rates remained the same at $25/month.

- **Parking Rates.** Track and review parking vacancy reports for both visitor and permit parking. Assist with determining the increase for both permit parking and visitor parking rates in 2018. Each will increase incrementally in preparation for a new parking structure. **Results:** Complete. Permit parking went up $6 month. Day parking remained at $8 Day.

- **Paperless permit parking.** Work with Genetec and T2 to get all permit parking solely by license plate recognition. This will replace all the paper hangtags we currently distribute. **Results:** Complete. Genetec System is in place and working. We are not completely paperless yet and working with the other CU campuses to combine databases for reciprocal parking.

- **DMV Connections.** Work with Procurement to get a connection with our T2 Flex database and the Department of Motor Vehicles for registered owner information. **Results:** Ongoing. The contract is with T2 and the DOR to renew their portion of the agreement. This is further progress than in the past.

- **Rock Lot Expansion.** Once the Rock Lot is expanded in 2018, determine the number of staff permits that can be offered and at what discounted rate. **Results:** In progress. East Rock lot has been expanded for staff parking and opened in November 2018. There are already 200 staff parking in the east lot. The west side opened in December 2018 with over 240 permits issued.

- **Zip Car.** Renew the Zip Car agreement and market to increase ridership and to help reduce the number of single occupancy vehicles to campus. **Results:** Complete.

- **Car2go.** Renew the Car2go agreement and market to increase ridership and to help reduce the number of single occupancy vehicles to campus. **Results:** Complete.

- **Hotel Teatro.** The hotel is currently on a year-to-year contract. Prior to June we will review the occupancy of the CU garage and potentially renew the contract with the hotel for another year. **Results:** Complete.

- **Pay Station and Meters.** Add a pay station to the Dental School parking lot. Remove the meters. Replace existing meters with new updated meters that accept credit cards. Continue to hard wire the parking pay stations that are in areas that consistently lose their connection. **Results:** Complete. Project costs for original goal exceeded the benefits of that type of system, so new parking meters that accept credit cards will be installed at less than half the cost of the originally planned pay station.

**Facilities Support Services Roads, Parking Lots and Grounds Programs and Services**

- **RFP for the campus windows cleaning program.** **Results:** Complete. Joe’s Windows cleaning is the new vendor and have cleaned all buildings scheduled for cleaning for 2018.
• Coordinate the acquisition of the new land to expand the Rock Lot; explore the possibility of adding asphalt and striping the lot. **Results:** Ongoing.

• Continue the road repairs program. **Results:** Completed all road repairs scheduled for 2018.

• Ground leveling to the Bonfils Circle place. **Results:** Complete. This area is now safer for pedestrians and more aesthetically appealing.

• Conditioning the grounds of the building 700’s for additional parking. **Results:** Completed.

**Facilities Support Services Mail Services**

• Upgrade campus mailrooms and replace broken mailboxes for the Anschutz Medical Campus. **Results:** Work on mailrooms has started and will be a continuous project as funds allow. Currently, broken locks have been repaired and mailrooms have been cleaned out.

• Cross-train our lead to be a back up at the contracted postal unit. **Results:** This was accomplished with the lead; however, the lead has since resigned from this position.

• Upgrade current metering machines contract with new software to be more efficient. **Results:** A new contract with updated software has been added to the metering machines and the operation overall is much more efficient.

• Work with Anschutz Inpatient hospital for access to patient rooms for better mail delivery systems. **Results:** Specific mailroom staff have access to patient room information for quicker mail delivery so that patients are able to receive mail/packages before they are released from their hospital stay.

**Facilities Support Services Food Service/Bookstore**

• Upgrade Café 500 space with a fresh new look. **Results:** Due to extensive water damage in Café 500 earlier this year, the funds to refresh the space were spent on the repair work that was completed.

• RFP for a new food vendor to replace Intermission Café at Education II. **Results:** An RFP was done and Woodgrain Bagels Deli was awarded the space to replace Intermission Café and began operations in December 2018.

• Purchase additional Tables/Umbrellas for Food Truck Wednesday. **Results:** It was determined that the Food Truck program has sufficient tables/umbrellas for their event and we will not need to purchase additional items as previously thought.

• Upgrade the lobby area of Coda Coffee at Lawrence St. **Results:** The first phase is complete. Coda Coffee now has an awning in their space that helps with the heat of the sun. We are currently discussing the other areas of the lobby and will make recommendations to tie it all together.

• Wayfinding signs for the bookstore placed on campus. **Results:** Pedestrian way finding signs have been requested for the bookstore to be placed on campus.
Establish a better marketing strategy for the CU Bookstore. **Results:** The bookstore has been successful in their marketing strategy this year; specifically they have been working with individual schools and departments in order to create loyal customers. The manager of the bookstore has done several promotional events this past year in order to establish long lasting relationships with key individuals around the university.

Implement lock-down security measures for all 3rd party vendors to line up with campus standards. **Results:** All 3rd party vendors spaces have been updated and now line up with campus safety standards for instances when campus is placed in a “lock down” state.

**Facilities Support Services Printing Services**

Create a business plan that will position the department to be the campus printer. **Results:** The manager of Printing Services has developed a plan and has executed many new ideas in order to accomplish this goal; this will be a continuous goal to meet over the next several years.

Capture more business from university departments and outside non-profits with marketing strategies. **Results:** This past year, Printing Services did a good job pushing out email blasts and capturing more university business. They have established a few new outside non-profit accounts due to their marketing strategies. Specifically we have increased our design work significantly for university departments.

Fire & Life Safety

Hire and train the new Fire Alarm Technician. Ensure all required training is scheduled and received, including New Employee Orientation, Sexual Harassment, Supervisory training, Drivers Training, etc. **Results:** Early in 2018, we hired a new fire alarm technician, training him up to be self-sufficient. At the 6-month mark in his employment, he decided the drive from Greeley was too much and he severed his ties with the University. We are now in the process of hiring a new employee and look forward to bringing him onboard. We will provide the same level of excellent training and mentorship that has become a benchmark for our program.

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:** I am excited in the direction the fire & Life Safety team is going and continues to move for 2018/19. We are constantly striving to understand and correctly interpret the existing code. Our goal is to maintain a safe and healthy work environment for all users. We are always looking to be proactive in the service of the universities tenants.

The Fire Marshal is to obtain the proper amount of CEU’s for certifications/licensing to remain current and in good standing. **Results:** I have renewed my current ICC minimum CEU’s by attending courses that challenge and stretch my knowledge and understanding of the code.

Continue to assist Building Department with plan reviews and inspections. **Results:** My team works in concert with the Building Department to reach mutual goals that bring benefit to the university and its users.
• Review, revise, rewrite and update policies relating to Fire & Life Safety and generate written interpretations as required. **Results:** Policy revision is 80% complete.

• 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:** We have worked hard to build a good working relationship with EH&S. I would go as far as to call it a partnership. We often speak weekly on issues that may come up on campus, and we work together to find answers to problems that may affect the safety of those at the university.

• Pursue educational opportunities for the university community related to Fire & Life Safety. Such as fire extinguisher training and evacuation training. **Results:** Fire Extinguisher training is complete; we are working with the training managers to create and deliver fire, and life safety drills for the department, to include COOP plan reviews and NIMS training.

• Continue to conduct systematic facility inspections with ongoing review of fire protection systems maintenance and consistent/reasonable code and standard application and interpretation. **Results:** As a part of my weekly routine, I walk the buildings of all three campuses seeking out opportunities to improve our safety practices. I also follow up on correspondence from individuals requesting that I make a safety determination on a condition they may find “in violation” with code standards. Our ‘See Something, Say Something’ policy has allowed us to catch problems in their incipient stage.

• 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. **Results:** I have actively worked to cultivate a good working relationship with Aurora fire. I meet regularly with their chiefs, firefighters and inspectors.

• Develop the Fire and Life safety group into a more efficient and cost/time effective team. **Results:** We are a little less than a year into the merger with the Fire Protection Group and we are already getting positive feedback as to our efficiency and collaborative benefits. We are working toward other joint efficiencies that will benefit the university both monetarily and through time saving measures for many years to come.

**Facilities Support Services Division**

**2019 Goals**

**Building Department**

• S1- Train building inspectors in various certification programs to ensure compliance in all aspects of building inspector duties.

• S2 - Continue to improve office procedures to better serve the projects and activities that the project management group and contractors depend on to complete their jobs.
Fire & Life Safety

- S3 - Hire and train the new Fire Alarm Technician. Ensure all required training is scheduled and received, including New Employee Orientation, Sexual Harassment, Supervisory Training, Drivers Training, etc.
- S4 - Provide the ongoing training and CEU certs for the other members of the Fire & Life Safety Team
- S5 - 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.

Facilities Parking & Transportation Program

- S6 - East and West Rock Lot expansion project continued. Monitor permits that have migrated and compare with new vacancy rates in gated permit lots.
- S7 - UCH parking in the University Lots. Determine primary locations that can be offered to University Hospital and availability at each area.
- S8 - Establish working group with University Hospital, VA and Children’s Hospital to review ongoing parking and transportation initiatives on campus.

Facilities Support Services Printing Services

- S9 - Expand business capabilities in order to provide a better service for the University, while increasing efficiency and solidifying Printing Services value on campus.
- S10 - Create a proposal for Anschutz Medical Campus UComm to utilize Printing Services on a retainer-based business plan.
- S11 - Capture more business from university departments and outside non-profits with marketing strategies.

Facilities Support Services Food Service/Bookstore

- S12 - Launch new food survey out to campus
- S13 - Have new food vendor(s) in café 500 up and running by August 2019
- S14 - Establish new procedures for obtaining food vendors for our campus

Facilities Support Services Mail Services

- S15 - Solidify new staff/back-up for postal kiosk
- S16 - Establish the Lead’s position in the Mail Center
- S17 - Cross train all mail center staff on operations i.e. mail delivery, meter machine functions, package delivery

Facilities Support Services Roads, Parking Lots and Grounds Programs and Services

- S18 - Continued expansion and maintenance of East and West Staff Rock lot parking areas.
- S19 - Phase large maintenance project to patch, seal and surface the roof of Henderson to preserve the integrity of the structure.
- S20 - Build an equipment yard at the East Rock Lot
Facilities Support Services-Custodial/Proctor, Special Events Setup, Pest Control, Materials Handlers Groups

- S21 - Implement new custodial inspection software, OrangeQC
- S22 - Create new processes with new supervisor and staff who will be working swing shift. This will strengthen the relationship with the custodial contractor, and improve the service that the customers are receiving.
- S23 - Hire Pest Control Intern. Will get licensed in next two years and will replace George at the time of his retirement
Denver Campus Facilities Management Accomplishments and Goals by Division

Office of the Associate Vice Chancellor for Facilities Management
Accomplishments for 2018

- Revise the Facilities Management Training Track booklet to include new information. Results: Completed.

- Work with campus departments, other CU Campuses and outside entities to bring the Manager’s Training Track program to their organizations. Results: Ongoing. Our training manager traveled to Arizona to work with the National Children’s Hospital Consortium to present on our training program. We are working with the Boulder campus to help them create a similar program on their campus and hope to meet with our internal HR team late in the fall to work towards a collaborative approach for this program and the rest of the campus.

- Successfully transition our resource managers and the campus community to the new EMS 44.1 system in the spring of 2018. Results: Completed. We went live with the new system on April 27, 2018.

- Host the 2018 RMA annual regional conference. Results: Completed. The conference was held September 22-26th—the largest conference in RMA history at 445 attendees.

- Plan and execute the 2018 COAPPA Conference. Results: Completed. The conference had 245 attendees at AIMS Community College in Greeley, CO. We had over 40 vendors present and overall a very successful local event.

- Work with the BMO training dive team to reorganize and incorporate the BMO PMT trainings with the safety/compliance trainings and other department-required trainings so that the entire training program is coordinated and efficient, regardless of division. Results: Ongoing. We are 11 months into the process and we have been able to hold all scheduled training. We are now in the process of looking at the amount of training and types of training to find efficiencies for the staff. A comprehensive training calendar is complete for the BMO group.

- Research and purchase software to more efficiently and effectively track our employees attendance at training. Results: In progress. We have purchased the software and are working toward completion of implementation.

- Upload all of the training data to PeopleSoft for BMO so that supervisors and staff can track their own progress. Results: On hold. There was some question of whether or not the university would retain Skillsoft trainings. This part of the training program is on hold until we have definitive answers on Skillsoft.

- Begin the conversation with Finance, Projects and Facilities Support Services to integrate their training into PeopleSoft. Results: We have had initial meetings with each division, but are waiting until after the first of the year to focus on this project.
Office of the Associate Vice Chancellor for Facilities Management

Goals for 2019

- A1 - Incorporate all of the divisions in the department into the master training calendar by engaging each director to seek out trainings that are pertinent to each group, while taking into consideration the compliance and safety training for the entire department.

- A2 - Create a set of guidelines and process documents for the student worker, BMO intern and department-wide apprenticeship programs.

- A3 - Continue to work on succession planning for the administrative functions in the office so that we have enough knowledge spread among more than one individual in the office for successful transition when the time comes.

Finance and Administration Division

Accomplishments for 2018

- 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. **Results:** Further improvements in the reporting process to include Building Maintenance Projects. Created further improvements in the financial controls process with procurement rules and credit card purchases, increasing transparency and a universal process for all purchases. Supported the Event Management System and began analysis for future improvements on billings.

- Provide financial oversight of all active/open projects with no significant issues. **Results:** Provided a wider bandwidth of support in project accounting. Assisted in the development of the quarterly cash flow reporting process and helped with improvements for the first few cycles of inputs. Began an archiving project to better track and extract historical project data.

- Provide Human Resource services to all our constituents in Facilities Management in an efficient, open and collaborative manner. **Results:** Finished the MyLeave migration for all payroll employees not on Kronos and conducted training for all supervisors and above using MyLeave. Finished the discovery document for the Kronos payroll implementation upgrade. Supported Central HR with the monthly Personnel Management Report and training needs during a time of turnover.

- Continue focus on providing quality IT services to all our constituents in Facilities Management. **Results:** Worked with the Building Automation System team to integrate Siemens systems with Maximo for meter based preventive maintenance and the system is now in place. Implemented a network monitoring system to alert the BAS team when devices are offline. Developed further Maximo processes to support building maintenance. Finished the Kronos payroll discovery document and continue to lead the upgraded implementation. Completed the implementation of the Archibus system for space planning utilization and reporting.
Finance and Administration Division
Goals for 2019

- **F1 - 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 financial controls process with procurement rules and credit card purchases. Continue to strengthen the team’s overall understanding of each other’s role with departmental finances, giving more redundancy and cross training. Implement a training program for supervisors and above to further help with the procurement process, PPE reimbursement, and credit card purchases. Enhance the capabilities of the finance and accounting group by assessing the skills of each new team member.

- **F2 - Provide financial oversight of all active/open projects with no significant issues.** Further development of project accounting to provide wider bandwidth to support Project Management’s increasing workload. Develop a consolidated report to better and more efficiently support the Regents’ reporting needs.

- **F3 - Provide Human Resource services to all our constituents in Facilities Management in an efficient, open and collaborative manner.** Support the Kronos upgrade for time-entry personnel and lead the training of supervisors and above on the new online system. Continue the support of the HCM upgrade activity. Modify department policies to assist employees further with FMLA, Worker’s Compensation, and leave request processes. Develop an annual training plan with the department on HR items, expanding from the inaugural training this fall.

Facilities Projects Division
Accomplishments for 2018

Facilities Projects received 175 new projects this past year to date since Dec 2017 and managed a high volume of active projects currently and completed 300 moves.

- **Denver Campus Projects. Results:** Completed construction on the new $42M Lola & Rob Salazar Student Wellness center. Completed construction for the first five phases of the $37M AHEC North Classroom renovation and through excellent project management we have enough funding for a final phase 6 to address the desired atrium and bathrooms renovation that will finish in March of 2019. The critical City Center project is complete; receiving high compliments from Chancellor Horrell. Completed design for the $11M Business School infill project and starting construction. The $4.25M new Tivoli renovation project is completing design and staying on track for a July 2019 completion. A significant effort was spent on getting a public private developer on board for a new 500-bed dorm, sale of the CVA facility, and doing a development on CVA 2 with a developer and on track to start in early 2019. We managed and supported a regular stream of renovations at AHEC and Denver Campus buildings. Assisted with estimating and scheduling for new capital projects and annual update of 10-year plan.

- **CU South Denver/1800 Grant/Leased Space. Results:** Supported ongoing renovation needs with project management for all of these locations. Managed CU South Discovery Den, parking lot expansion, and several renovations and large maintenance projects.

- **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. Assist
with new and existing grants related to sustainability. Achieved LEED Gold for the Lola & Rob Salazar Student Wellness center.

- **Acquire Additional Project Management Staff. Results:** Developed a new plan to partially fund project management and moves with a 2% fee on $2M plus cash funded projects. We received approval from both Chancellors and CFOs on this new long-term funding plan for project management. Have implemented the plan and hired/replaced one new project manager Engineer/Architecture positions and have three student workers to help meet workload. Have promoted a staff project manager into a senior project manager role as planned.

- **Project Management and Supervision Training and Special Projects. Results:** Continued training new project management staff. Continued a regular training program for existing and new PM staff. Focused on the Facilities Management Certificate Program training track for supervision and interested staff and future leaders. Mike Barden, Todd Akey, and Raeann Gregory have completed the Facilities Management Certificate Program this year. Robert Holzwarth completed all four tracks of the APPA leadership program this year. Updated all of the project process manuals, campus standards, and continued a search for a new project management software with CU Boulder.

- **Move Management. Results:** Our move management team has developed a weekly list of all active moves and expressed concerns about capacity of the group have been resolved. We have happy customers. The move Management team is on track to complete 300 moves this year.

### Facilities Projects Division Goals for 2019

- **P4 - Denver Campus Projects.** Complete construction for the final 6th phase of the $37M AHEC North Classroom renovation. Continue construction and for the $11M Business School infill project. Complete construction on the $4.25M Tivoli Theater for a fall 2019 opening. Continue to support getting a public private developer on board for a new 500-bed dorm design and construction, sale of the CVA facility, and doing a development on CVA 2 with a developer. Manage and support a regular stream of renovations at AHEC and Denver Campus buildings. Assist with estimating and scheduling for new capital projects and annual update of 10-year plan.

- **P5 - CU South Denver/1800 Grant/Leased Space.** Support ongoing renovation needs with project management for all of these locations.

- **P3 - Sustainability.** Serve as subject matter expert, resource, and trainer for campus community for sustainability, energy, greenhouse gas (GHG) emissions reductions, green cleaning and labs. Continue 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. Encourage robust recycling on campus.
Facilities Building Maintenance & Operations Division
Accomplishments for 2018

CU Denver BMO

- Maintenance Performance – Achieve a 72% PM rate for zone and 55% PM rate for trades. Results: PM percent was 70% for zone and 58% for trades. The trades and zone groups manage work according to priority. Corrective work has a higher priority than preventive and as a result, zone and trades closed incomplete 326 and 238 PM WOs respectively.

- Develop Effective Maintenance Models for Auxiliary Funded Buildings – CVA and Wellness will require unique maintenance approaches. Without funding or positions, FM will need to adopt a different model or serving these new clients. Results: We have implemented a pay-for-service model. This means spending minimum time and providing maximum information due to auxiliary funding status. Campus Village - implementing this philosophy at CVA meant the two FM employees stationed there act as internal employees. Work requests help train the staff for greater self-sufficiency. This resulted in the two staff assuming greater responsibilities and expanding the scope of their work. They are becoming very efficient and reducing their need for other FM support, (See charts in Campus Village Operational Improvement below). Student Wellness Center - With the building being brand new, non-preventive FM support is minimal. That has truly been the case for the latter half of 2018. We continue to monitor hours and cost in support of this auxiliary building and program and look forward to seeing what 2019 brings.

- Campus Village Operational Improvement – Transition from crisis recovery to normal maintenance. Implement appropriate SBE Mechanical Study recommendations. Develop a sustainable maintenance program for the facility. Results: FM continues to provide two FTE for maintenance. Our focus this year has been on-the-job training for the two maintenance staff thus reducing the need for other FM trades and zone support. We were able to reduce the support hours from 1,585 in 2017 to 319 in 2018. Repairs and improvements made in the 2018 summer deferred maintenance project are resulting in increased reliability of the mechanical systems. These include repairs of boiler controls, cleaning the cooling tower and sump, replacement and repair of defective heat pumps, adding structural supports in the primary condenser water distribution system, replacement of inoperable control and mixing valves, replacing insulation on various water distribution systems, installation of double wall boiler flues and roof stack and installation of drained catch-pans under heat pumps in IT rooms.
The combination of engaged employees willing to assume new responsibilities, skills transfer, and the corrections of known deficiencies results in greater reliability and reduced labor.

- **Hardscape Repairs** – Identify economical solution for Denver Campus hardscape repairs. Implement solution and track repair success. **Results:** FM is experimenting with two-part epoxy repair system for concrete. At CVA we repaired the three sets of finger wing exterior stairs for $11,000. The contractor’s bid for the work was $80,000 for repair and $210,000 for replacement. We are currently experimenting with various pulverized concrete blends to achieve ideal color for hardscape repairs. Some of this is seen in front of LSC. The two-part epoxy patch with pulverized concrete filler proved effective and economical. Staff shortage limited our ability to apply the product on a larger scale.

- **Staff Maintenance Efficiencies** – Financial pressure mandates improving efficiency and utilizing creativity in responding to needs. Track improvements in efficiency through process improvements. **Results:** Starting in January the FM zone and trades staff focused on cross training to improve skills. We were able to track specific cross training on 3% of our work orders or 341 WOs. This was informal on-the-job training that transferred skills from trades staff to zone staff. As a result, zone staff members are now capable of performing broader scopes of work in the areas of HVAC, plumbing and electrical. This improvement was realized in varying degrees based on the willingness of staff to pursue training on work tasks.

- **Carpet Cleaning Program** – Utilize creativity to maximize the service value of carpet cleaning expense in the CU Denver buildings. **Results:** Evaluation period carpet cleaning results were 191,475 SF cleaned. This was just over ½ of our $40K budget. SF carpet area cleaned per building shown below.
• **Interior Finish Renewal** – Track renewals and rank remaining areas for condition as a finishes condition assessment. **Results:** We have developed and are building out a finishes tracking system operating in a PDF graphics program. Using floor plans, we are able to measure existing finishes in sqft and record renewals. This allows planning of future renewal work and tracking completed work. The screen capture below is an example of how we are tracking types of finishes and the associated sqft.

This system is being implemented for public spaces in the CU Denver buildings, with the possibility of including departmental space finishes also.

**Building Maintenance and Operations**

**Goals for 2019**

**CU Denver BMO**

• **DB1 - Maintenance PM Performance & Improved Efficiencies** – Achieve a 73% PM rate for zone and 60% PM rate for trades

• **DB2 - Campus Village Turnover** – Develop transition plan for potential transfer of operations to P3 Development Partner

• **DB3 - Carpet Cleaning Program** – Continue to streamline service and value of carpet cleaning

• **DB4 - Interior Finish Renewal** – Complete buildout of tracking mechanism and develop priority ranking of carpet/paint finishes condition assessment
Facilities Support Services Division
Accomplishments for 2018

- **Hotel Teatro.** The hotel is currently on a year-to-year contract. Prior to June we will review the occupancy of the CU garage and potentially renew the contract with the hotel for another year. **Results:** Complete.

- **Upgrade the lobby area of Coda Coffee at Lawrence St.** **Results:** The first phase of this has been completed; Coda Coffee now has an awning in their space that helps with the heat of the sun. We are currently discussing the other areas of the lobby and will make recommendations to tie it all together.

- **Continue to conduct systematic facility inspections with ongoing review of fire protection systems maintenance and consistent/reasonable code and standard application and interpretation.** **Results:** As a part of my weekly routine, I walk the buildings of all three campuses seeking out opportunities to improve our safety practices. I also follow up on correspondence from individuals requesting that I make a safety determination on a condition they may find “in violation” with code standards. Our ‘See Something, Say Something’ policy has allowed us to catch problems in their incipient stage.

Facilities Support Services Division
Goals for 2019

- **S24** - 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.

- **S25** - Manage and train employees on the use and deployment of AED’s.

- **S17** - Cross train all mail center staff on operations i.e. mail delivery, meter machine functions, package delivery

- **S26** - Opportunities to create reciprocal parking spaces at the downtown parking garages.