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MANAGEMENT TEAM

Michael P. Bathke
Director
Internal Audit Services

Wendell C. Brase
Vice Chancellor
Administrative and Business Services

Jorge Cisneros
Chief of Police (FY16)

Richard L. Coulon
Associate Vice Chancellor (FY16)
Administrative and Business Services

John C. Daly
Assistant Vice Chancellor (FY15)
Human Resources

Richard G. Demerjian
Director
Environmental Planning and Sustainability

Ronald M. Fleming
Director
Transportation and Distribution Services
Rachel Gamby  
Manager  
Administrative Policies

Rebekah Gladson  
Associate Vice Chancellor and Campus Architect (FY15)  
Design and Construction Services

Marc A. Gomez  
Assistant Vice Chancellor  
Facilities Management and Environmental Health and Safety

Marc Guerra  
Interim Assistant Vice Chancellor and Controller (FY16)  
Accounting and Fiscal Services

Paul Henisey  
Chief of Police (FY15)

Paige L. Macias  
Associate Vice Chancellor (FY15)  
Administrative and Business Services

Bent Nielsen  
Assistant Vice Chancellor and Controller (FY15)  
Accounting and Fiscal Services

Brian Pratt  
Assistant Vice Chancellor and Campus Architect (FY16)  
Design and Construction Services

Brant Yancey  
Interim Director (FY16)  
Purchasing & Risk Services
COMPLETED HIGH-PROFILE PROJECTS

Implementation of Kuali Financial System (KFS)

In July 2014, after years of planning, development and testing, UCI officially launched the Kuali Financial System (KFS). KFS is a community-source and comprehensive software suite that integrates core financial functions, including general ledger, procurement, budget, disbursing, travel reimbursement and capital asset management. This was a significant team effort led by Accounting & Fiscal Services, the Office of Information Technology, Planning & Budget and Purchasing & Risk Services Materiel & Risk Management. The multi-year development involved subject matter experts, modification developers, configuration managers, interface developers, business analysts, database administrators, testers, data converters, unit adoption leads, access control leads, security specialists, data modelers, report writers, system administrators, trainers, training material developers, vendors, banks and agencies. The new system is robust as well as flexible enough to allow for on-going enhancements. System improvements and training efforts are on-going and will continue into future years.

In Summer 2015, UCI successfully completed the first fiscal-year-end-close process in the new environment with most campus units closing the fiscal year with no major difficulties. This was the result of months of preparation, assistance, and training with every unit on campus, coordinating with multiple stakeholder departments, the Medical Center and the UC Office of the President (UCOP) to complete all closing steps, and closing entries in the Corporate Financial System maintained by UCOP.

**Lead responsibility:** Paige Macias, Bent Nielsen, Dana Roode, Rich Lynch, Rick Coulon

**Responsible staff:** Marc Guerra, Victor Cesario, Melissa Lee, Imran Ismail, Kevin Chung, Kelly Schoby, Keiko Takahashi, Warren Liang, Michal Kaza, Martha Graciano, Helen Chang, Shaina Sims, Katherine Gallardo

**Collaborators:** OIT, Budget Office, Purchasing & Risk Services, all units on campus and at UCIMC

Paul Merage School of Business Capital Project

The Business Unit 2 building project was completed at the Paul Merage School of Business on-time and under budget. The project consists of a 79,500-square-foot (47,840 assignable square feet) addition to the existing Paul Merage School of Business complex, creating a unified business-education complex with the following base features: outdoor courtyard with food service and a commons space; technologically advanced classrooms, breakout/group study rooms and collaboration spaces; assembly spaces for lectures, symposia and panel discussions; state-of-the-art research space; and offices for faculty, graduate students and administration.

**Lead responsibility:** Brian Pratt, John Scharf

**Responsible staff:** Jim Henderson

**Collaborators:** The Paul Merage School of Business, Office of Information Technology, Transportation, and Distribution Services, Environmental Health & Safety, Facilities Management
Recycling and Waste Diversion Program

Facilities Management achieved an overall 81% diversion rate by recycling & composting materials to divert 8,300 tons of campus waste from landfill. UCI achieved the highest diversion rate and had the lowest weighted campus average landfill tonnage of all UC campuses and has held this leadership position for the past five years. The materials sent to landfill continue to be low despite our growing population. Additionally, a special Move-Out/Donate/Recycle drive was held at all campus housing complexes, generating 46 tons of usable goods which were donated to Goodwill of Orange County. The FM Recycling Program raised recycling awareness throughout campus with projects such as the Mt. RecycleMore display held at UCI’s Earth Week. Exterior bin signage has been affixed to all metal bins with standardized strategic messaging. A Strategic Communication video and news article also helped to demonstrate the effectiveness of the project. The team implemented a Styrofoam collection program at ten campus locations. This pilot project is primarily student-run through the FM Sustainability Office and has resulted in over 500 cubic yards of material being recycled in partnership with Marko, our local surf board blank manufacturer. The campus food waste recovery program has kept 700 tons of organics out of landfill and has been rolled out at all 26 dining locations and the five student housing communities. Campus food waste is used as waste to energy, to fuel area water treatment plants. Fourteen Big Belly solar powered waste bins stations have been deployed with informational signage that demonstrates UCI’s continued commitment to engage in improved productivity and increased diversion. This project creates labor savings by reducing the number of times the bins need to be attended to at a 5:1 ratio. Recycling has increased on the ring mall to 50% diversion. Finally the Big Belly dashboard tracks important metrics to improve and support the program’s overall effectiveness.

Lead responsibility: Anne Kreighoff
Responsible staff: Brant Yancey
Collaborators: UCI Hospitality and Dining, Aramark, Student Housing, All units on campus

Reduction in Import Electricity

With increased photovoltaic energy production and optimization of the campus’s combined heat and power plant, the amount of electricity UCI purchases from Southern California Edison (SCE) was reduced by 85% against a baseline established in 2009. Increased energy efficiency is part of SCE’s Preferred Resources Pilot, a multiyear study designed to determine whether clean energy resources – including solar, wind, energy storage, energy efficiency and energy conservation – can be acquired and deployed to offset the increasing customer demand for electricity in central Orange County, and this effort helps to mitigate the impact of the San Onofre Generating Station closure.

Lead responsibility: Matt Gudorf
Responsible staff: Jerry Nearhoof,
Collaborators: Facilities Management teams (Steam Plant operators, Energy Management team, Engineering team)
Polyphagous Shot Hole Borer (PSHB) Beetle Infestation

UCI faculty and staff, working closely with experts from UC Riverside and scientists from the UC Division of Agriculture and Natural Resources (ANR), identified more than 2,000 trees representing 78 species on the main campus that were infected with the Polyphagous Shot Hole Borer (PSHB), a destructive beetle that had recently been discovered in Southern California. PSHB attacks a wide variety of trees by boring into the tree and depositing a fungus that damages or kills the host tree as part of the beetle’s reproductive cycle. PSHB poses a significant threat to UCI’s urban forest and native habitat areas on campus and in the surrounding region. UCI’s management strategy involves survey, assessment, and monitoring of the more than 30,000 trees on campus based on protocols developed by UCI and ANR scientists, which then inform management actions such as treatment, corrective pruning, or removals. As new scientific information becomes available, UCI’s management strategy is adapted to reflect current best practices. The strategy also includes a reforestation program to restore the tree canopy lost to PSHB. The campus hosted a regional PSHB workshop in September 2015 that brought together more than 160 scientists, landowners, practitioners, policymakers, and community members. The workshop served as a forum to discuss the current scientific understanding of PSHB, the status of ongoing management programs, and current management needs to address this large scale regional PSHB infestation.

**Lead responsibility:** Richard Demerjian, Marc Gomez  
**Responsible staff:** Matt Deines, Robert Rice, Rick Ternet, Danny Hirchag, Alfredo Mendez, James Hoppe, Scott Bourdon, Tim Callahan, Allen Shiroma  
**Collaborators:** Facilities Management, Transportation & Distribution Services, Housing, Environmental Planning & Sustainability, Housing, Great Scott Tree Services, UC ANR, UCI Ecology and Evolutionary Biology Department, RPW Pest Control, ArborPro

Solar Decathlon

Over the course of two years, more than 100 students, faculty and sponsors from UCI, Irvine Valley College, Chapman University and Saddleback College came together as Team Orange County to design and build an energy-efficient, drought-resilient, affordable home of the future. “Casa del Sol” was one of 14 collegiate-built homes from around the world competing in the U.S. Department of Energy's Solar Decathlon which was held at the Orange County Great Park. Jurors praised their net zero energy Casa del Sol home as “the most innovative in the entire competition.”

**Lead responsibility:** Marc Gomez, Dean Gregory Washington  
**Collaborators:** Facilities Management, Samueli School of Engineering

Installation of Parking Structure Solar Canopies

UCI quadrupled the amount of green power it generates on-site with the addition of solar photovoltaic canopies on three campus parking structure roofs. More than 11,700 newly placed solar panels generate up to 3.2 megawatts of power, the amount needed to meet the electrical needs of 1,800 homes.

**Lead responsibility:** Adam Feuerstein  
**Responsible staff:** Jo DiMaggio, Dina Ochoa, Richard Coulon, Matt Gudorf, Fred Bockmiller  
**Collaborators:** Transportation & Distribution Services, Facilities Management, Purchasing and Risk Services
Campus Renewal and Infrastructure Investment (CRII)

With support of the UC Regents, a successful bond initiative is providing tens of millions of dollars in order to remediate decades of deferred maintenance needs to campus facilities. After decades of wear and tear, many campus building systems, utilities systems and equipment have reached the end of their useful life. In order to slow down this risk of costly failure, $52M has been invested in 80+ projects completed or underway. Another $50M will be invested into 60+ projects now planned. The work includes replacement and/or repair to the roofs of 30+ buildings, as well as replacement of failing HVAC systems, fire safety systems, and hardscape such as campus outdoor plazas and walkways. Refurbishments, when prudent, are underway for elevators, lab floors, autoclaves, cold rooms, bridges and exterior staircases. High voltage safety has been addressed as well by projects to reduce hazards and the likelihood of an arc flash explosion, which could cause severe employee injuries and/or death. A total of 140 campus buildings were surveyed and the hazard significantly reduced.

**Lead responsibility:** Marc Gomez

**Responsible staff:** Allen Shiroma, Gary Krekemeyer, Rich Lynch, Martha Graciano

**Collaborators:** Budget Office, Office of the President

Replacement of Oil Filled Electrical Switches

Facilities Management replaced four oil-fill 12-kV electrical switches that posed hffr catastrophic failure, explosion, and severe personnel hazard if operated. This completed a multi-year replacement cycle that started in 1988. In all, 41 oil-filled electrical switches were replaced. Each of the projects required months of planning and careful selection of replacement components. Customer needs were a priority as staff coordinated complex building electrical outages.

**Lead responsibility:** Brad Davis

**Responsible staff:** Marc Gomez, Fred Bockmiller, John Walker, Octavio DeVERa, Gerald Nearhoof, Paige Macias, Tamela Kelleher, Brian Crochow

**Collaborators:** School of Humanities, School of Medicine, School of Physical Sciences, Office of Research

Vehicle Directional Signage Improvement Project

This campus-wide project has improved the visitor experience and increased UCI branding efforts by replacing old or outdated signage with new signage based on a design standard that shares a consistent look, improves campus access and navigation and provides improved visibility. Phase 1 of the project replaced map directories, pedestrian wayfinding and roadway monument signs in Ring Mall, Arts, Athletics, Bren Events Center and North Campus.

**Lead responsibility:** Ron Fleming

**Responsible staff:** Dina Ochoa, Lynn Harris

**Collaborators:** Transportation & Distribution Services, Facilities Management, Rob Rottiers, America’s Instant Signs, Blake Sign Company
KEY ACCOMPLISHMENTS

PRODUCTIVITY IMPROVEMENTS

- Developed 20 equipment-specific lockout/tag out procedures that minimize hazards when conducting electrical and other hazardous energy work. The mobile application reduces development time and increases production by saving four hours per procedure.

- Increased campuswide Safety On Site (SOS) program participation by 16%, compared to previous year. SOS improves campus safety culture and compliance through the completion of six steps. Improvements include:
  - Increased level of participation from 30% to 60% in Student Housing
  - Increased level of participation by 25% in Transportation and Distribution Services and Purchasing and Risk Services. This effort included training as well as hazard identification and correction.
  - Achieved 100% implementation in Hospitality and Dining Services for 26 campus locations/work units.

- Reduced campuswide employees’ injury-severity rate and related costs by over 40% in Hospitality and Dining Services over the previous two fiscal years. Lost days were reduced 100%.

- Revised trenching and shoring notification process to ensure timely reporting of work to EH&S and to California Occupational Safety and Health Administration (Cal/OSHA).

- Streamlined safety training delivery to Student Housing by scheduling a total of 19 weekly safety training classes for Student Housing employees. Average class size was 25 employees per class and a total of 180 hours of employee instruction was delivered. The compressed time schedule saved 475 hours of staff time, plus traveling to and from training locations.

- Saved time and resources for OCFA, UCI Police, Facilities Management, and EH&S by reducing false fire alarms across campus by 5% through trending maintenance, testing, repair, and accountability models.

- Streamlined EH&S injury investigation follow-up process in order to use staff resources more efficiently and focus efforts on investigating higher severity injuries on campus.

- Received 23 Drug Enforcement Agency (DEA) research licenses for controlled substances that are specific to each department on campus. This change improves tracking, inventory management and compliance of controlled substances, thus limiting liability.

- Reduced ergonomic risk factors by 65% as a result of performing in-person evaluations, a 20% improvement compared to previous year.

- Provided ergonomics design guidelines to Purchasing’s buyers and vendors’ designers to improve ergonomics furniture ordering to increase adjustability, sustainability, and efficiency in the ordering process.
- Launched time-efficient safety training “blocks” for Custodial, Grounds, and Recycling and Refuse in Facilities Management. Twenty classes were offered in a one-week time period for a total of 180 hours of employee instruction to achieve training compliance. The compressed time scheduled saved over 1,000 hours of total staff time, traveling to and from training locations.

- Converted ergonomic evaluation database and assessment forms to electronic forms, reducing data entry time and errors. Automation of the approximately 175 evaluations conducted by consultant’s results in a 10% savings per-evaluation-cost and eliminated 5 hours per week of data entry.

- Increased overall Facilities Management safety tailgate meeting compliance by over 45%.

- Implemented Facilities Management parts and materials drop site program which reduced the number of driving trips made by Trades staff from main campus to north campus. This effort has facilitated 1000 more work orders compared to the previous year.

- Implemented process improvements to reduce the duration of renovation projects particularly for new faculty hire spaces. Collaborated with the Budget Office to eliminate several funding process steps. Tested and implemented new process in which Building Facilities Managers and Project Services co-manage renovation projects utilizing contractors, trades and suppliers to reduce project time.

- Revised the Laboratory Safety Management system to better identify high hazard deficiencies and improve communication and follow-up. This allows for more timely correction and escalation of deficiencies to appropriate leadership.

- In collaboration with the Office of Information Technology (OIT), Facilities Management improved the data entry process of represented employees’ timesheets. Replaced the manual process with an online system that enters the information via computer or smart phone, resulting in more timely entry and overtime payment to the employee.

- Improved Clery Act crime reporting and Campus Security Authority (“CSA”) identification and training by implementing improved procedures.

- Increased ability to meet compliance requirements of the new Violence Against Women Act (VAWA) via inter-departmental coordination and collaboration.

- Implemented campuswide procedures to assure compliance with the new California Gatto Bill (AB-1433) which requires reporting to local law enforcement agencies.

- Implemented a comprehensive Emergency Notification and Timely Warning policy with detailed procedures to meet Clery Act requirements. Launched on-going training and produced reference materials for UCIPD staff members.

- In collaboration with University Laboratory Animal Resources (ULAR), developed a customized process for ordering research animals. Purchasing system changes after the KFS conversion unique to this commodity caused order delays, lost orders, and increased workload to departments. Working together, a new process and training program was developed which resulted in streamlined ordering and tracking in order to maintain efficiency and compliance with regulations.
- Improved the usability of the UCI Kuali Financial System:
  - Improved workflow process by eliminating non-value added approval requirements, which speeded up business processes and improved financial accountability.
  - Improved financial reporting, reducing the need for departmental shadow systems and providing stronger financial data integrity.
  - Improved financial accounting edits, strengthening data integrity and reducing reporting errors to UCOP.

- Increased staff efficiency and reduced costs by utilizing reusable automobile License Plate Recognition membership cling stickers. The new stickers reduced fulfillment time by 20 percent and resulted in a cost savings of $1,200 per year.

- Improved holiday shuttle bus program by streamlining the reservation process, resulting in decreased cycle time, fewer hand-offs, and reduced staff time. The shuttle service eliminated approximately 1.406 metric tons of greenhouse gas emissions.

- Implemented cross-disciplinary-team work sessions, focusing on construction submittals and Requests for Information (RFI), to expedite construction. These meetings shorten the University turn-around of critical documents by 50%.

- Improved inspection and quality assurance of critical waterproofing systems including roofing and windows. Implemented a refined plan review, inspection and testing protocol to ensure performance of these critical systems.

- Implemented data analytics which has increased efficiency and productivity in the audit process. Audit staff are able to drill down quickly and test transactions, data sets, and processes once the risk areas are identified.

- Reduced customer costs and improved staff efficiency and productivity with the installation of two new mail metering machines. Allows the campus to pay lower postage rates on certain commercial classes of mail (saving thousands of dollars per year) and provides customers better tracking capabilities for priority and certified mail. The machines eliminate the need to replace costly print heads, saving the department $2,400 per year.

- Increased employee efficiency and safety in the receiving warehouse with the addition of a dock leveler for package distribution services. The dock leveler has eliminated the multiple steps required to manually install and remove heavy steel platforms for the loading and unloading of delivery trucks. It also eliminates the potential for injury incurred while moving the platform.

- Redesigned the student employee enforcement training program and manual to make it more effective by including customer service and conflict resolution components. The new system increased training efficiency, reducing student training time by 25% (from 100 hours to 75).

- Increased energy savings by 90 percent with the replacement of the incandescent lights in traffic signals with LED lights, which utilize less energy and provide better illumination for motorists and pedestrians.
- Improved staff efficiency and maintenance request response time with the development and implementation of FixIt UCI, an automated on-line reporting system that allows the campus community to conveniently report any needed repairs or safety issues in parking areas or roadways from a smartphone or desktop. FixIt UCI promptly sends a notification (and any uploaded photos) to the appropriate division for repair, thus reducing field condition reporting from the previous seven-step process to just one step. Since its adoption, FixIt UCI has logged over 3,000 service improvements in the preceding 11 months.

- Increased customer information security and enforcement personnel efficiency with the deployment of a new License Plate Recognition system that uses a virtual private network for point-to-point encryption of transmitted information, providing real-time access and thus eliminating the need for manual processing. The system also utilizes reusable automobile License Plate Recognition membership cling stickers which helped improve sustainable transportation staff efficiency by reducing processing steps from seven steps to one, shortening fulfillment time by 20 percent and resulting in a cost savings of $1,200 per year.
RECOGNITION AND AWARDS

**Life Safety Achievement Award**
- Awarded by National Association of State Fire Marshals
- For safety and prevention accomplishments

**Solutions that Work Award**
- Awarded by Campus Safety Health and Environmental Managers Association
- For Fume Hood Extinguishing Systems

**Spotlight on Collaboration**
- Awarded by Risk Services, Office of the President
- For the Rapid Building Assessment Team

**Sierra Magazine Coolest Schools**
- Awarded by Sierra Magazine
- #1 “coolest school” in 2014 and 2015 (sixth year in the top ten)

**Tree Campus USA**
- Awarded by Arbor Day Foundation
- For excellence with an urban forest

**Cool Planet Award**
- Awarded by Alliance to Save Energy
- For outstanding environmental leadership in energy and carbon management

**California Higher Education Sustainability Award**
- Awarded by California Higher Education Sustainability Conference
- For UCI’s Zero Waste events

**Institutional Energy Management**
- Awarded by Association of Energy Engineers (AEE)
- Individuals who achieve national and international prominence in promoting the practices and principles of energy engineering and energy management.

**RecycleMania Tournament**
- Awarded by RecycleMania’s Nationwide Recycling Competition between 605 colleges and universities
- Ranking in the top 1% nationally

**Human Resources Innovation**
- Awarded by College and University Professional Association for Human Resources
- For Workers’ Compensation and Disability Management Care Card Program

**Platinum Level ‘Start! Fit-Friendly’ Company**
- Awarded by American Heart Association (5th year in a row)
- Designation as an employer committed to employee health

**Zero Waste Achievement**
- Awarded by California Resource Recovery Association
- For UCI’s Waste diversion program
The MADD DUI Award
- Awarded by the Orange County Chapter of the Mothers Against Drunk Driving (MADD)
- For incident excellence to Police Officer Matthew Wroblewski

The MADD “California Hero” Award
- Awarded by the California Chapter of the Mothers Against Drunk Driving (MADD)
- For incident excellence to Police Officer Matthew Wroblewski

The Risk Services Spotlight Award
- Awarded by Office of The President
- For developing and implementing the UCI Rapid Building Assessment Team.

Life Saving Certificate
- Awarded by The University of California Police System-wide Council of the Chiefs to Sergeant Charles Chon and Corporal Benny Green
- For heroic life-saving action

Race to Excellence Award
- Awarded by National Center for Transit Research (NCTR) and the U.S. Environmental Protection Agency (EPA)
- For being an excellent employer for commuters

Best of Irvine Award – Parking Lots
- Awarded by The Irvine Award Program
- Recognition as a company that that offers programs with competitive advantages and long-term value

Merit Award, UCI Contemporary Arts Center
- Awarded by American Institute of Architects, California Council
- For design excellence

National Award of Merit, Educational Facilities
- Awarded by Design Build Institute of America
- For design excellence of The Paul Merage School of Business

Green Good Design
- Awarded by the Chicago Athenaeum Museum of Architecture and Design
- For the design of the UCI Contemporary Arts Center

Spotlight on Collaboration - Integrating Safety Culture
- Awarded by Office of the President, Risk Services
- For creating a Safety Fellow position in the Department of Chemistry

Spotlight on Innovation – Energy Saving Smart Labs
- Awarded by Office of the President, Risk Services
- For achieving over 50% energy savings in lab buildings

Life Safety Achievement
- Awarded by National Association of State Fire Marshals
- For reducing false alarms
RecycleMania
- Grand Champion 6th Place and Gorilla Category 7th Place
- For leadership and excellence in recycling

Mesa Court Expansion project
- Featured in Architect Magazine

UCI's Food Waste Recycling Program
- Featured on KCET's on SoCal Connected

Green Cleaning Excellence
- Featured in Facility Cleaning Decisions Magazine

Cool Campus Challenge
- Awarded by UC Office of the President
- For winning the systemwide competition to reduce UC's carbon footprint and create a culture of sustainability

Outstanding University Award
- Awarded by Association for Commuter Transportation
- For sustainable commencement event

Bicycle Friendly University – Gold Level
- Awarded by The League of American Bicyclists
- For supporting bicycling in new and innovative ways

EPA Clean Air Excellence Award – Sustainable Transportation Program
- Awarded by United States Environmental Protection Agency
- For outstanding innovative efforts to make progress in achieving cleaner air

NACUBO Innovation Award
- Awarded by National Association of College and University Business Officers
- For developing “infield,” an application used by Transportation & Distribution Services
GRANTS

The Green Initiative Fund (TGIF) Recycling Grants
- Awarded $7,770 to install additional hydration stations in Science Library, Information and Computer Sciences and Social Behavioral Sciences Gateway.
- Awarded $40,000 to the Bren Events Center and Cicerone Baseball Field to install Zero Waste Bins.
- Awarded $4,000 for three additional hydration stations in state buildings.

Recycled Water Supply to Central Plant cooling towers
- Awarded $1M by Metropolitan Water District to provide recycled water pipeline and central plant cooling tower water distribution system retrofit.

The Green Initiative Fund (TGIF) Recycling Grants
- Awarded $36.974.88 for 180 recycling bins improvements in the campus general assignment classrooms.

UASI Homeland Security Grant
- Awarded $5,000 by Anaheim/Santa Ana Police Departments for police training programs

Charge Ready Pre-Pilot Program
- Awarded $658,000 by Southern California Edison to increase the availability of electric vehicle charging stations at locations where cars are typically parked for four hours or more.
MILESTONES AND PROJECTS COMPLETED

Accounting and Fiscal Services

- Upgraded to a new credit card payment system called TouchNet Marketplace. Departments can set up customized "uStores" using a software wizard, making it easier to quickly start accepting payments. Students, parents, alumni and others will be able to shop online, pay for event registrations, or make donations from their desktops or mobile devices. Marketplace works in conjunction with the Kuali Financial System and meets all requirements for appropriately accounting for transactions in compliance with the Payment Card Industry Data Security Standard to which UCI must attest annually.

- In collaboration with the Office of Research, implemented guidelines required by the federal government’s OMB Uniform Guidance regulation.

Design and Construction Services

- Completed the Social Sciences Tower & Lab Building Repairs project on-time and under budget.

- Completed the CALIT IMRI Shell Space and Labs Buildout project on-time and under budget.

- Completed the BSL-3 Laboratory Training Facility on-time and within a limited budget. The project includes additional square footage designated for classroom and practical training at no additional cost. The facility was recently designated a “National Training Center” by the National Institutes of Health – one of three in the U.S.

- Completed the solicitation and contract award process for four campus projects valued at nearly $44 million.

- Received four more LEED Platinum certifications (for a campuswide total of 15):
  - Contemporary Arts Center (Arts Building)
  - Newkirk Alumni Center
  - Steele Burnand Anza-Borrego Desert Research Center – PHII projects
  - Paul Merage School of Business project.

- Implemented inspection and quality assurance programs for off-site fabrication of several building system components, including mechanical, electrical and plumbing. These programs improve quality and reduce risk while minimizing cost of sophisticated building systems.

- Consolidated inspection and project management supervision and work flow to improve coordination and collaboration between inspectors and project managers, streamlining the University’s response to RFI, Scope Changes, Field Observation and Construction Administration.

- Improved partnering efforts with Facilities Management to include Design-Build contract administration assistance; and maintained efforts to establish quality and design standards, energy efficiency strategies, and seamless completion and turnover of new buildings.
- Implemented the programming phases of the Law School Building, Middle Earth Housing Expansion, and Fire Life Safety Improvements Phase 1 projects with combined project costs totaling more than $100 Million.

- Awarded the Classroom and Office Building (Anteater Learning Pavilion) project.

- Achieved Beneficial Occupancy on the TEM Facility project allowing for early occupation of spaces.

- Achieved Beneficial Occupancy on the Continuing Education Classroom Office Building. Total Change Orders did not exceed 1.5% of budget including client initiated changes.

Environmental Health & Safety

- Performed 233 bench top Industrial Hygiene risk assessments (qualitative) for laboratory work processes in labs to improve laboratory safety and support energy efficiency efforts, exceeding the goal of 200 and the previous total of 190.

- Managed the abatement of 1,229,360 pounds of asbestos thereby exceeding previous year’s total of 66,540 and mitigating risks to future potential exposures.

- Developed and conducted Heat Illness Prevention training for 115 most vulnerable staff prior to the deadline for the updated regulation.

- In collaboration with Facilities Management, developed and launched Personal Protective Equipment (PPE) fitting events specific to Grounds and Custodial staff, fitting individual employees into safety equipment. Trained and motivated them to comply with PPE requirements. Distributed and fit specialized PPE to 110 employees and also fitted and delivered 330 pairs of safety eyewear.

- Coordinated blood borne pathogens training and immunization for 80 Custodial staff.

- Automated the ergonomic assessment forms and checklists electronically to reduce data entry and overall evaluation time and time to generate reports. This saved 10% in cost per evaluation conducted by consultants and eliminated 5 hours per week of data entry.

- Completed site survey and hazard rating calculations for Rowland Hall as part of phase 2.6 of the campus Arc Flash project which reduces injury risk due to electrical arc explosions.

- Created campus aerial lift inventory that contains pictures, inspection dates, compiled a list of authorized users and ensured manuals were physically contained on the lifts. Several recent employee deaths at higher education institutions involved aerial lift work.

- Drafted a Claire Trevor School of the Arts-specific “Working at Heights” program, detailing protective equipment required for specific processes and an emergency rescue plan. Implemented the Claire Trevor School of the Arts “Working at Heights” safety program to reduce risks by addressing: training, authorizations, inspections, ladders, scaffolds, fall protection, loading from rails, aerial work platforms and work near the orchestra pit.

- Completed documentation for a Ladder Safety Training Program and linked it to the broader “Working At Heights” program.
Increased fire code compliance rates from 59% to 67% in 2014-15 by reducing the number of building floors with hazardous materials quantities that exceed regulatory limits. Reduced quantities of hazardous materials stored in campus facilities that exceed Fire Code thresholds. After ‘averages’ were identified, School Coordinators reviewed the inventories for data integrity, and worked with researchers to reduce quantities or implement other mitigating measures. This new process has gained traction and resulted in an increase from 67% to 72% of building floors in compliance which reduces fire risk in those areas in 2015-16.

Added ventilation validation criteria to Laboratory Benchtop Risk Assessment. This process assesses the current performance of the HVAC systems to determine the airflow necessary to meet functional requirements of exposure control devices and lab space airflow specifications. By adding this into our risk assessment process, we further optimize lab safety and energy efficiencies.

Developed a campus specific Dual Use Research of Concern (DURC) program based on the policy developed by UC Office of the President. Incorporated DURC research study into existing IBC framework to minimize redundancy in the application and review process saving faculty committee member, faculty researcher and Biosafety staff time. This program ensures the proper safe use of agents that have the potential to be used in bio-terrorism.

Partnered in the development and recruitment of a Chemistry Safety Fellowship role with the Department of Chemistry Assistant Chair. This partnership increased safety awareness and training within the department, especially for the graduate student population, the most at risk for injury. The Safety Fellow and EH&S collaborate to evaluate best practices from a researcher perspective and to investigate incidents and deliver safety training.

Established an Integrated Pest Management (IPM) Stakeholder Group to evaluate and modify pest management practices and to ensure prevention is used as first option before use of pesticides. The team evaluates the toxicity of pesticides to ensure lower hazard pesticides are used first. They have centralized the regulatory reporting protocols to the Agricultural Commissioner.

Saved the campus over $200,000 in electricity commodities by successfully petitioning a variance to operate Cogen Power Plant when the emission control system failed.

Improved internal lab safety and related databases and increased accuracy of data, resulting in: 1) better accuracy of chemical quantities thus lowering the incidence of the maximum allowable quantities in buildings being exceeded to better adhere to fire codes; 2) Reduced the time between performing inspections and sending reports to customers to 24 hours; 3) Created tools within the database to efficiently query most common safety deficiencies and then used the data to determine trends and allocate Be Smart About Safety (BSAS) resources.

Streamlined the laboratory safety inspection checklist used by EH&S laboratory safety survey staff. Redesigned inspection checklist, eliminated redundant survey items, prepopulated categories of hazards present in the labs, and automated various reporting aspects including creating a web enabled tool.

Utilized UCOP Risk and Safety Services team to amalgamate safety data into one central online tool, the Laboratory Hazard Assessment Tool (LHAT) resulting in UC systemwide
database improvements. By displaying safety training records housed in the University of California Learning Center (UCLC) on a single interface, we streamlined the training verification process for our customers in laboratories and technical areas.

- Increased Personal Protective Equipment (PPE) compliance by 13% since FY 14-15. The increase in compliance is due to using various methodologies including more grass roots outreach, increasing our PPE spot check visits, sending reports to the Department of Chemistry Assistant Chair. An additional effort was made to compare the type of research performed in the lab compared to what was reported through the online system and make the appropriate adjustments to accurately reflect the appropriate equipment.

- Met new CalOSHA requirement by distributing 181 of fire retardant gloves to pyrophoric glove users in Chemistry, Engineering and School of Medicine and providing relative hands-on training

- Provided key data used to request additional faculty representation on the National of Institutes of Health Institutional Biosafety Committee (IBC) oversight committee. Performed faculty outreach and marketing for the Biosafety division and IBC which resulted in additional membership for two faculty from UCI’s School of Biological Sciences.

- Minimized the administrative impact to faculty and to the Office of Research of a new National Institutes of Health mandate for Human Gene Therapy review by developing an efficient review process that uses existing committee expertise thus minimizing the time from submission to approval while abiding by all national requirements. The process was presented at a UC System wide Biosafety workgroup meeting and adopted as a best practice/recommendation for the other campuses engaged in Human Gene Therapy research.

- Reduced the risk of exposure and long term negative health effects to waste anesthetic gases by identifying current users, assessing their practices and performing exposure monitoring. Utilized BSAS funds to purchase 55 safety devices to reduce further exposures for existing and additional users.

- Streamlined the controlled substances program by unifying all operations previously managed by Risk Management and Student Health under EH&S. Increased satisfaction with customers by creating a more efficient process.

- Expanded the Personal Protective Equipment (PPE) program to include shops in the Arts to minimize eye injuries and other risks.

- Decreased Hospitality and Dining Services reported injuries and Workers’ Compensation claims by 5% and decreased severity by 40% compared to FY 14/15.

- Decreased Transportation and Distribution injury severity by 80% compared to FY 14/15 by presenting incident injury data and meeting regularly with their safety committee to increase awareness of the high frequency of incidents.

- Created online lockout/tagout training to increase training completion and compliance percentage and to make training more accessible for campus customers.

- Created an online energized work permit leading to increase compliance with National Fire Protection Association (NFPA) 70E for the electrical trade in Facilities Management.
- Increased overall campus Safety On Site (SOS) program participation by 15% percent compared to FY 14/15 by increasing outreach to non-lab work units.

- Developed a Risk Prioritization Matrix evaluating probability and severity of EH&S program areas and campus hazards. Lab explosions, working at heights, and Student Housing fire Safety have been quantitatively identified to be the highest risk on campus.

- Created non-employee injury tracking spreadsheet for student and visitor injuries for the last 12 fiscal years in order to track trends in lab and non-lab working environments.

- Presented at CSHEMA conference on “Blending Safety Management Systems and Metrics” showcasing UC Irvine’s IIPP and metrics reports process leading to a reduction in workplace injuries.

- Presented at National Ergonomics Conference and Exposition on “Creation of a Best in Class Ergonomics Program” showcasing UC Irvine’s excellent ergonomics program and processes that contribute to decreasing UC Irvine’s overall injuries and workers’ compensation claims.

- Decreased total of 35% risk factors for Child Care Services staff by providing ergonomics evaluations and assessments.

- Completed the implementation of Nuclear Regulatory Commission regulation 10CFR37 to increase the security of quantities of radioactive materials of concern to reduce the risk of theft and adverse conditions stemming from unwarranted removal of highly radioactive material.

**Environmental Planning & Sustainability**

- Completed development planning, environmental approvals, and Regents approval for University Hills Area 11 project to provide affordable on-campus housing for 300 faculty homes in support of UCI strategic plan faculty hiring targets. On time completion will facilitate delivery of homes on schedule to meet faculty hiring goals.

- Completed campus wide housing physical plan to accommodate long term on-campus housing needs for students and faculty in support of UCI strategic plan student enrollment goals. The plan will facilitate efficient development of upcoming UCI and third-party student housing projects.

- Completed Greenhouse Gas (GHG) Emission forecast model and GHG mitigation strategy for UCI Climate Action Plan in support of UC Climate Neutrality Initiative and UC Sustainability Policy.

**Facilities Management**

- Completed the scheduled 5-year combustion turbine engine exchange for our Cogeneration Facility at Central Plant.

- Converted one acre of turf at North Campus to drought-tolerant landscaping. This project is expected to save 510,000 gallons of potable (drinking) water per year. This prominent entryway location is intended to demonstrate UCI’s water conservation efforts.
- In collaboration with the Police Department and Office of Information Technology, completed the technical assessment of all security systems installed throughout the campus. The team completed in-person interviews of all major stakeholders regarding the current security protocols, and future security needs. This assessment will drive the next phase of the campus wide security infrastructure.

- Implemented IBM Tririga 10 to replace end-of life FACServ work task management system. IBM 10 provides more robust tools for managing facilities work and provides external customers direct access to the progress and status of their work requests.

- Improved campus appearance in preparation for UCI 50th anniversary with several projects in Aldrich Park including ten sets of recycle/waste bins on concrete pads, new bench installations, repair & resurfacing of all asphalt roads as well as installing water bottle & drinking fountains that are ADA compliant.

- Expanded water conservation educational program by adding the “Text to Conserve” program, resulting in 5-6 campus notifications from students and staff about water loss seen on campus.

- Managed implementation of gender inclusive restroom facilities. Added 38 more facilities, for a grand total of 204 on campus.

- Installed one hydration station in Med Sci B. A total of 65 tons of plastic bottle waste was avoided in the “green” installation of filtered bottle water units on campus during this period.

- Improved water isolation efforts with the Reclaimed Water Gate Valve Project, replaced 20 gate valves resulting in faster cut off and recovery times to the campus irrigation system when breaks arise.

- Expanded North Campus Hydrogen Fueling Station – Upgraded to new hydrogen fueling station at the North Campus parking lot in collaboration with researchers at the National Fuel Cell Research Center and industry partners. This increased system capability to be able to serve UCI and City of Irvine hydrogen fueled buses as well as provide a station in this region to serve privately owned vehicles.

- Completed renovations in Engineering Tower, Engineering Gateway, and Engineering Lab Facility totaling over $2M to accommodate incoming EVCP Lavernia. Renovations include office suites and laboratory spaces.

- Extend Central Plant high temperature water utilities to Gross Hall for space heating, industrial hot water, and domestic hot water. The project directly reduced greenhouse gas emissions by taking local boilers offline and instead using recovered heat from the Central Plant to supply the building's heating needs. Achieved reduction in electricity usage of 46K kWh, natural gas usage of 86K therms, received incentive of $96K and reduced energy cost $83K/year.

- Reduced shortage of bicycle parking by constructing a new bicycle parking space for student use in collaboration with Transportation and Distribution Services. Bicycle parking is located outside of Engineering Tower between Engineering Tower and Aldrich Park. The parking spaces are lit at night for safety by energy efficient LED lights.
- Installed wireless access points throughout undergraduate housing complexes in Arroyo Vista, Middle Earth, Campus Village, and Mesa Court, complexes where no service had existed previously.

- Upgraded Gillespie Dance Studio house and theatrical lighting and all audio-visual controls. Replaced manual bleachers with ADA compliant motorized bleachers.

- Presented at 30+ student engagement and education events on campus to students, environmental groups, custodial staff, classrooms, and Residential Advisors. In addition presentations given at sustainability conferences, IVC & Chapman University.

- Expanded the campus food composting program to all 14 campus restaurants and commons. In 2014-15 the campus composted over 500 tons of food. Expanded food composting in 2015-16 at student housing resulting in an increase of 68 tons of food annually to our current food waste program. Six hundred and sixty seven tons of food waste were collected in 2015-16 throughout campus.

- Implemented a green floor and carpet care program across the campus consisting of the use of environmentally friendly products that protect the health and safety of students, staff and employees.

- Co-hosted a webinar with Texas Tech University through the Healthy Schools Campaign titled “Learn from the Leaders” that recognized the FM Custodial department as a leader for their sustainability efforts and our award winning green cleaning program.

- Installed a $2.5M audio-visual system in student center that included: drop-down projectors, speakers, control system, digital display panels at ballroom entrances.

- In collaboration with Transportation and Distribution Services, completed installation of a new parking lot for the Gavin Herbert Eye Institute to accommodate growing patient and doctor population.

- Replaced aging and failed air-conditioning units at Berkeley Place building which houses the School of Law and the School of Education.

- Completed re-roof program in buildings with the highest incidence of leaks by installing new PVC cool white membrane roof systems in Verano Place, Central Plant, Sculpture Studio, Medical Sciences Administration, Medical Surge 1, and Bison Modular.

- Replaced hardscape and eliminated serious trip hazards caused by uneven hardscape. Addressed locations prioritized by EH&S including; Crawford Hall Plaza, Social Sciences Plaza, and sections of the Inner Ring.

- Installed new pneumatic thermostats that communicate with the building management system. With the additional thermostat control points, building automation is able to implement energy conservation measures that reduced the buildings HVAC energy usage by 28%.

- Installed a wireless mesh network, integrated with light fixtures on three roadways. Roadways light fixtures now utilize bi-level operation triggered by motion sensors and predictive path technology and further reduces energy consumption by 70%, when compared to constant light level operation of the same fixtures.
- Completed lighting upgrade and bench replacement at Greenhouse (Phase 2 of 2).

- Installed three additional hydration stations in state funded buildings as well as two exterior units in Aldrich Park. Avoided 1.3 million (37 tons) of plastic bottle waste in this “green” installation of filtered bottle water units on campus.

- Replaced faulty deionized water faucets in Rowland Hall, Medical Sciences C & D, Engineering Tower and Steinhaus Hall. Completed replacement of central deionized water systems to provide process water required to support research needs in Med Surge I & II, Engineering Gateway, Reines Hall, Gillespie Hall and McGaugh Hall to eliminate the risk of failures that have caused flooding in the past.

- Performed extensive high voltage maintenance on equipment supporting Reines Hall, Rowland Hall, Ayala Science Library, and Aldrich Hall.

- Installed an upgraded security system at our 66KV switchyard.

- Recycling education and increased diversion rate exterior bin sign project - metal signs attached to all of the concrete exterior bins on pedestrian pathways on the commingled recycle as well as the landfill bins to improve clarity and consistency.

- Expanded the commingled recycling program to Physical Science buildings (Croul, Reines, and Rowland Hall). Increased diversion rate and recycling education.


- Completed overhaul of chillers 1, 2, 3, 5, & 6 at Central Plant to insure increased reliability.

- Completed chiller replacement at Faculty Research Facility at North Campus.

- Supported UCI Medical Center and UC Agricultural and Natural Resources (ANR) staff by providing Forklift certification training.

- Developed Facilities Management guidelines for the disposal of dead animals on campus.

- Fixed degraded asphalt in the forklift loading area which caused instability when transporting loads; repaved to the recommended grade in collaboration with Facilities Management and the School of Engineering.

- Raised the rate of correction of seismic anchoring findings to 72% from 50-60% to minimize injuries, and prevent property damage during an earthquake event, and allow laboratories to return to productivity sooner after such an event.

- Installed 101 feet of guardrail at Steinhaus Hall loading dock to protect staff from falling from the edge onto the pavement below. The project was funded by Be Smart about Safety (BSAS).

- Facilitated creation of an Energetics Lab as a shared facility in the School of Medicine for Investigators to use with chemicals such as pyrophorics which are not allowed in their home
laboratories if located in buildings without sprinklers. All such SOM researchers moved their energetic inventory into the EL to meet compliance with the fire code for energetic chemicals.

- Completed replacement of antiquated water softeners at Central Plant with more reliable, efficient water softeners.

- Student Engagement and Education: RecycleMania; events at Mesa, BC Cavern & Pippin, LEED EBOM; Training to Chapman Capstone Project Seniors, Global Sustainability Group/Costa Rica Project; Compost training, Water Conservation training at Mesa/Lot 5, teaching at IVC about Recycling as it relates to Environmental and Fiscal Stewardship, and teaching at UCI about Campus Recycle Program; Dr. Jean Daniels Sephora’s Environmental Studies class.

- Completed Arbor-Pro GIS Inventory of campus trees into a single database resulting in a catalog and inventory and assets. Condition of tree assessments were made, along with size, resulting with the beginning of a computerized tree management program.

- Received LEED EBOM Certification for six UCI buildings which are recognized for sustainable operations and maintenance. UCI now has a total of seven LEED EB+OM certified buildings; 1 Gold, 5 Silver and 1 Certified.

- Reduced water usage at The Arboretum where only potable water is available for irrigation. Efforts through education, metering, turf removal, monitoring use and monthly reporting created a culture of water stewardship and water awareness, resulting in a 50% reduction in water use, while maintain healthy plants.

- Completed retrofit project on remaining CFL, High Pressure Sodium and Metal Halide exterior lighting with LED fixtures. Upgrades were completed in every major building on campus, reducing electrical consumption by 1.5 million kWh. Received $364K in incentives, reduced electricity cost $160K/year, and achieved a 7-year simple payback.

- Replaced over 2400 existing 4-pin compact fluorescent lights with LED lamps in approximately 35-buildings throughout campus. Reduced electrical consumption by 873K kWh, received $209K in incentives, reduced electricity cost $92K/year and achieved a 2-year simple payback.

**Human Resources (moved out of A&BS in spring 2015)**

- Facilitated the largest company clothing drive for Working Wardrobes, donating 4875 career clothing items which equaled 2,042 pounds of re-used materials.

- Maintained the lowest workers’ compensation rate among the UC campuses.
  - Achieved the lowest workers' compensation rate (eight-years in a row) in the UC system. EXTRA information: By maintaining the lowest rate and not being at the UC campus average, we circumvented $3,746,000 in workers’ compensation premiums).
  - Achieved a 2015/16 workers' compensation rate that is 48% lower than the UC average. Compared to the average of other UC campuses, UCI has saved over $40 million over an eleven year period.
Reduced Employee Assistance Program costs by 30% ($1.25 to $.88 per employee), while expanding coverage to retirees for free and no cost to the University.

Educated off-campus organizations about UCI’s integrated benefits, workers’ compensation and disability services model. Presentations were made at Southern California Public Management Association – Human Resources conference March 12, 2105, Cal State Northridge May 4, 2015, in addition to UC Disability Management Services Managers January 30, 2015.

**Internal Audit Services**

- For the fifth year in a row, completed 100% of the audit plan.

**Police Department**

- Upgraded the dispatch center with state-of-the-art work stations that improve the efficiency and capabilities of police staff to monitor and respond to emergency events on campus.

- Developed curriculum and launched the new Campus Security Advisors’ (CSA) training course via University of California Learning Center’s (UCLC’s) training system. This mandated training can now be taken online, saving time and resources.

- Developed a post-earthquake damage assessment process that includes a layered approach to evaluating all 567 academic, administrative, research, and housing buildings. Hosted an on-campus Structural Assessment Program (SAP/ATC-20) training with the California Office of Emergency Services and trained over 40 UC Irvine staff. Added a Damage Assessment annex to the campus Emergency Operations Plan (EOP).

- Updated the campus Memorandum of Understanding (MOU) with American Red Cross to utilize two buildings on campus as shelter sites (Bren Events Center and Anteater Recreation Center).

- Facilitated the development of a program to support emergency care and shelter operations on campus, including training for over 30 UC Irvine staff, and a written Care and Shelter annex for the campus Emergency Operations Plan (EOP).

- Led security efforts provided to the three-day UC Regents meeting at the Student Center. Approximately 70 added police officers from other UC campuses assisted UCI PD officers without disruptions or arrests, largely because of the coordinated effort by multiple UCI partners.

- Participated in on-going training and development of UC’s Systemwide Response Team (SRT) which prepares for civil unrest incidents. Training focuses on de-escalation tactics and current case law involving first amendment rights and University policies. There are now 120 UC police officers who are trained and equipped, as a unified team, to respond to civil disobedience incidents.

- Sponsored annual holiday teddy bear and toy drive soliciting donations from UCI community members. Over 250 toys, teddy bears, and books were gifted to children at the UCI Medical Center and other charitable organizations in Orange County.
- Developed report writing reference materials and “pocket cards” to serve as quick Clery Act guides for officers to refer to when writing reports, assisting with daily log duties, or assessing potential emergency notification and timely warning situations.

- Deployed a UCIPD Detective part-time to the Orange County Intelligence Assessment Center (OCIAC). The Detective works on a team from the Federal, State and Local level sharing information on potential threats to the community and crime trends, and assisting in the dissemination of campus crime trends to schools throughout the State in order to identify and arrest criminals who are targeting college campuses.

- Launched the “Standing with Anteaters to Foster Engagement & Responsibility” (S.A.F.E.R.) community outreach program. In collaboration with UCI Housing, created, developed and implemented an innovative program to foster safety awareness and positive police/community relations. It features monthly social gathering of Police Officers and residents in different housing communities plus a monthly officer interview feature.

- Improved community safety with Active Shooter & Workplace Violence Prevention Presentations and support to the UCIMC Consultation teams. Training has been streamlined by partnering with the UC Learning Center (UCLC).

- Expanded patrol operations at the UCIMC after a comprehensive review of calls-for-police services and response time analysis. Starting in 2014, one police officer was dedicated at UCIMC’s emergency room during peak hours, resulting in a 39% decrease in the number of battery/assault police reports taken. This decrease can be attributed to multiple factors, including proactive safety measures implemented by the Executive Team, the workplace violence prevention training provided by the Security Department, and UCIPD’s presence.

- Initiated an Emergency Services presentation at the Student Parent Orientation Program (SPOP) for the first time. Presented at all ten SPOP session and introduced most of the 5,000 incoming freshman and their parents to UCI’s campus preparedness and emergency response plans. The department has been asked to continue participation in future SPOP programs.

Purchasing & Risk Services *(named changed from Materiel & Risk Management in April 2015)*

- Developed full-scale on-line courses to support the Kuali system implementation. Trained 355 additional users via ten independent modules for on-going training directed towards new and current staff.

- Implemented a new KFS (Kuali Financial System) application, Asset Inventory Certification document for equipment (AICD). This application is used to complete the equipment inventory required by University and federal contracting/granting agencies. Improved efficiency by creating new KFS application, Asset Inventory Certification Document (AICD). This improved workflow and updating assets via Kuali Financial System Capital Asset Management with an estimated annual administrative cost savings of $568,544.

- Transitioned campus paper customers from 30% to 100% recycled copy paper.
• Improved incentive revenue by $24K by placing large purchases for furniture and carpet made by Central Purchasing on PALCards.

• Improved efficiency by streamlining the Kuali workflow by increasing the Authorized Purchase Order Limit to $5,000 which improved efficiency by reducing the inflow of purchase orders to central purchasing by approx. 500 and decreasing the purchase order placement time at the department level by 1 to 3 days.

• Improved efficiency by streamlining PALCard Document workflow by removing Accounting Reviewer step.

• Improved business relationship and streamlined contract management efficiencies by meeting with seven department financial units (School of Medicine, Claire Trevor School of the Arts, The Paul Merage School of Business, UNEX, Real Estate, Office of Research, and Applied Innovation)

• Mitigated issues and improved efficiencies for Claire Trevor School of the Arts, The Paul Merage School of Business School of Law, and the Chancellor’s office by establishing master service agreements for contracting with photographers.

• Reduced tax liability by implementing “Cal Tax Reduction Indicator” check box in purchase line item level in KFS Requisitions and Purchase Orders and identifying qualified Research and Development equipment items in KFS Requisitions with 4.1875% partial reduced California sales/use taxes saving $455,988 for FY2016.

• Decommissioned PCard Marketplace to create a more streamlined process, allowing users to shop in a single e-Commerce portal (UCIBuy). Decreased potential confusion, freed up e-Commerce resources, and resulted from teamwork between e-Commerce, PALCard, and Training & Communication Teams. Annual e-commerce salary and benefits savings for fiscal year 2015-16 is $19,922.

• Launched a Local Agreement with Supply Works for the supply of janitorial paper products and cleaning chemicals in support of Facilities Management’s custodial activities. The number of purchase orders will decrease from approx. 36/year to 12 or less per year by having the supplier manage the logistics and inventory control of all products. The local agreement also netted $313,368.50 in annual savings as well as bringing in over $12,000 annually in incentive payments to the University.

Scanning & Passport Services

• In collaboration with Human Resources, recycled 180 boxes of personnel records retained offsite that were in storage beyond the retention period.

• In collaboration with UCI’s Information Security and Privacy Committee, co-sponsored a free campuswide Records Clean Out event during Data Privacy Month (February). Over 3.8 tons of paper and 3 boxes of CDs containing sensitive information (such as SSNs, protected health information, credit card data, and student records) were collected and securely shredded.

• Increased passport processing days and hours during peak travel season which generated 42% more revenue, which is used to fund the campus records management system.
Transportation and Distribution Services

- Increased average vehicle ridership over last two years from 1.92 to 1.96, achieving the campus’s best mark to date as certified by the South Coast Air Quality Management District; 1.96 is 30.7 percent above the mandated target Average Vehicle Ridership.

- Completed the final commissioning of a networked roadway system of lights on Anteater Drive that adapt to various stimuli, such as time of day or vehicle/bicycle/pedestrian movement. This system allows for on-demand street lighting and has saved 77 percent over previous energy requirements. The project builds upon and shares software and a database with the Academy Way lighting project.

- Increased customer convenience with the implementation of a Mail Delivery Notification service, which informs departments via email messaging when mail or parcels are delivered each day to external mailboxes.

- Improved campus efficiency and cost-savings in mail piece design, construction and distribution by conducting a series of “Mailology” seminars which informed campus administrative staff how to work effectively within USPS regulations and price structure.

- Increased employee efficiency and safety by replacing factory-installed truck beds with customized aluminum stake beds that are more easily accessible and have a greater capacity.

- Improved environmental stewardship and eliminated the discharged waste water effluent by utilizing a green natural enzyme-based degreaser to clean oil residue in parking structures.

- In conjunction with the Office of Information Technology, improved customer services and staff efficiency through the design of an InField beta system that offers a maintenance reporting function and the ability to capture signatures electronically as part of the motorist assist process.

- Improved departmental emergency response safety capabilities with the deployment and staff training for the use of Automated External Defibrillator devices which have been placed in UCI Transportation vehicles and offices.

- Increased commuters’ satisfaction by decreasing wait times at Mesa Road with the updating of traffic signals cabinets. The updated cabinets provide improved vehicle and bicycle detection, signal timing and traffic pattern identification.

- Improved maintenance response time and increased customer awareness with the creation of a traffic management website that serves as a means for reporting traffic and roadway problems.

- Increased community awareness of campus events affecting traffic conditions with the development of an automated notification system to communicate events on the ZotRadio system.

- Improved safety and convenience for sight- and hearing-impaired pedestrians by installing vibro-tactile accessible pedestrian push buttons with locator tones on the north corners of
California Avenue and Adobe Circle Drive South. The buttons allow for safer accessible access to and from Verano Housing and the Anteater Recreation Center.

- Improved traffic flow for commuters and transit buses with the addition of a right-turn lane on southbound West Peltason onto Bison Avenue. The extra lane allows vehicles exiting campus to turn right rather waiting in line with vehicles going forward. Additionally, an improved bicycle lane has increased bicycle safety by segregating cyclists from right-turning motorists.

- Improved pedestrian, cyclist and motorist safety by installing better street lighting and additional flashing beacons on traffic arms at the California Avenue/Arroyo Drive intersection. The beacons provide better long-range visibility and night illumination for vehicles.

- Improved pedestrian safety with the installation of flashing lights in the pedestrian crosswalk at the Student Center Parking Structure entrance. The lights are activated automatically in response to movement.

- Increased commuter nighttime safety through the replacement of old traffic signal signage with high-visibility reflective signage.

- Improved motorist and pedestrian safety with the installation of generator plugs at campus signalized intersections, augmenting the battery backup with enough generator power to keep signals working during major prolonged power outages.

- Increased safety for pedestrians and cyclists traveling to and from University Tower/shuttle bus stop and Ring Road/Social Sciences by creating a protected diagonal walkway through Lot 2. Bollards and planters were installed along the walkway to further separate pedestrians and vehicles.

- Improved customer service and convenience with improvements to the Guest Permit System, including instantaneous email alerts when guests arrive, improved reporting, multi-user access and a simplified reservation process that allows campus staff to more effectively manage their guest permit reservations.

- Improved customer satisfaction by providing mobility cart assistance from parking areas to event venues for senior citizens during on-campus events and established a Bike Valet program.

- Increased bicycle safety education on campus through the Bicycle Education and Enforcement Program, which provided 485 points of education in 19 days of patrol (152 hours) during the fiscal year. The education provided centered on bicycle rules, regulations and safety measures.

- Improved convenience and customer service for UCI affiliates and campus visitors with the installation of a drive-up parking dispenser in lot 14, eliminating the need to visit a kiosk to purchase a permit and reducing wait times.

- Increased convenience of services provided to campus affiliates with the installation of six additional electric vehicle charging stations in Lot 1C.
- Increased bicycle safety awareness for affiliates with two multi-day bicycle education on-campus events, uciRIDEtoberfest and WhimCycle. A combined 8,253 educational sessions of League of American Bicyclists Smart Cycling curriculum were taught, resulting in over 2,000 more points of education than the previous year’s events (despite having one less day).

- Ensured the continuance of Orange County Transportation Authority routes to and from the campus by working with local and regional transportation partners, thus preventing the elimination of primary routes and encouraging more optimal route timing.

- Contributed to campus’s sustainability efforts with the construction of the Engineering Bike Center, in collaboration with Facilities Management, which provides parking for over 300 bicycles, storage for 40 skateboards and two repair stations. The bike center utilizes bi-level LED lighting for minimal energy use, reduced UCI’s water consumption by removing turf, and using decomposed granite to lessen the “heat island effect.”

- Improved bicycle commuter satisfaction by installing a much-requested bicycle pen in the Student Center Parking Structure, featuring parking for 40 bikes and one repair station in a locked and secure cage.

- Ensured continuity of sustainable transportation service by establishing a process for uniform system-wide, non-exclusive contracts for vanpool providers vRide and Enterprise in conjunction with the University of California Sustainable Transportation Working Group.

- Increased public awareness of UCI’s sustainable transportation options by working with vRide and Orange County Transportation Authority on a FOX11 television news story promoting UCI’s Vanpool opportunities (the news segment featured a reporter commuting on a UCI Vanpool and interviews with UCI employees).

- Improved customer service to Spanish speaking affiliates by producing Spanish-language commute marketing materials and including Spanish-speaking customer services representatives at sustainable transportation events.

- Increased staff efficiency by categorizing all campus signage by map location, photo and description of each sign and storing them into geographic information software program that allows for sorting and report creation, creating a central repository for sign data and expediting sign cataloguing/replacement.

- Improved communication with UCI affiliates and increased customer satisfaction with the production and distribution of a New Student Travel Guide (6,500 mailed to freshmen and Transfer students each year), and 2015 and 2016 Commencement Travel Guides (6,500 provided to graduates and ceremony attendees).

- Improved athletic donor experience through a strategic partnership with UCI Athletics, designing customized donor permits, providing sports-specific signage in VIP Parking areas and designing and installing two new multi-story banners for the Mesa Parking Structure.

- Encouraged student involvement in sustainability-focused initiatives by awarding eight $1,000 ROADS scholarships (twice as many as previous years) to outstanding UCI students with GPAs above 3.0, who show involvement in green or sustainability focused initiatives. The scholarships were made possible by the successful sale of UCI ScholarShirts.
In an effort to encourage community involvement and provide a positive message of support to those in need, partnered with on-campus and external groups on three Community Service programs: the **UCI Book Drive**, which addressed the literacy needs of the local community (collecting approximately 4,850 new and like-new books for distribution to children at two family resource centers); the annual **Clash of the Cans food drive** (collecting 3,166 pounds of food and $125 in donations toward meals for low-income individuals; and the **Backpack Give Back program** which provided 88 backpacks to low-income and at-risk school youth in the community.
## Training and Development Summary
### FY14-15

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<td>Administrative Policies and Records</td>
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## Training and Development Summary
### FY15-16

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<tr>
<td>Internal Audit Services</td>
<td>9</td>
<td>610</td>
</tr>
<tr>
<td>Police Department</td>
<td>48</td>
<td>4,300</td>
</tr>
<tr>
<td>Purchasing &amp; Risk Services</td>
<td>29</td>
<td>851</td>
</tr>
<tr>
<td>Scanning &amp; Passport Services</td>
<td>6</td>
<td>85</td>
</tr>
<tr>
<td>Transportation and Distribution Services</td>
<td>48</td>
<td>1,893</td>
</tr>
<tr>
<td>Vice Chancellor’s Office</td>
<td>7</td>
<td>249</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>612</strong></td>
<td><strong>14,489</strong></td>
</tr>
</tbody>
</table>
# Customer Satisfaction Data

## Design and Construction Services

**Design & Construction Services Survey**

<table>
<thead>
<tr>
<th>Survey focus:</th>
<th>Overall experience from employees involved in the project technical evaluation process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey instrument:</td>
<td>Paper questionnaires</td>
</tr>
<tr>
<td>Sample size:</td>
<td>7 - 10</td>
</tr>
<tr>
<td>Response rate:</td>
<td>7 (100%)</td>
</tr>
<tr>
<td>Outcomes:</td>
<td>2.74 to 4.0 on a 4.0 scale</td>
</tr>
</tbody>
</table>

**Technical Evaluation Survey**

<table>
<thead>
<tr>
<th>Survey focus:</th>
<th>Overall experience of those involved in the project technical evaluation process.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey instrument:</td>
<td>Paper questionnaires</td>
</tr>
<tr>
<td>Sample size:</td>
<td>7 - 10</td>
</tr>
<tr>
<td>Response rate:</td>
<td>7 (100%)</td>
</tr>
<tr>
<td>Outcomes:</td>
<td>2.74 to 4.0 on a 4.0 scale</td>
</tr>
</tbody>
</table>

## Environmental Health & Safety

**EH&S Customer Service Survey**

<table>
<thead>
<tr>
<th>Survey focus:</th>
<th>Overall satisfaction with specific EH&amp;S services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey instrument:</td>
<td>Survey Monkey web survey</td>
</tr>
<tr>
<td>Sample size:</td>
<td>Unknown</td>
</tr>
<tr>
<td>Response rate:</td>
<td>10</td>
</tr>
<tr>
<td>Outcomes:</td>
<td>The 2014-2015 rating scores for the 10 feedback questions averaged 3.7 out of 4. The point scale = 4) strongly agree, 3) agree, 2) disagree, 1) strongly disagree. Survey questions:</td>
</tr>
<tr>
<td></td>
<td>- Listening to Customers – 3.8</td>
</tr>
<tr>
<td></td>
<td>- Keeping customers informed on work status – 3.6</td>
</tr>
<tr>
<td></td>
<td>- Response promptness – 3.8</td>
</tr>
<tr>
<td></td>
<td>- Resolving customer problems – 3.8</td>
</tr>
<tr>
<td></td>
<td>- EH&amp;S showed flexibility – 3.7</td>
</tr>
<tr>
<td></td>
<td>- Overall customer service – 3.7</td>
</tr>
</tbody>
</table>
CUSTOMER SATISFACTION DATA

FACILITIES MANAGEMENT

Facilities Management Customer Service Survey

Survey focus: Customer satisfaction on completed work orders
Survey instrument: Electronic
Sample size: 24,000
Response rate: 692 (2.88%)
Outcomes:
Overall rating of 3.6 on a 4-point scale.
Survey questions:
- Work was scheduled and communicated in a timely manner = 3.5
- Work was completed within the estimated timeframe = 3.7
- Made aware of changes in original schedule = 3.4
- Facilities staff were courteous and respectful = 3.8
- Satisfaction with the quality of the service provided = 3.6
- Overall experience with job = 3.6

Facilities Management Project Services Customer Service Survey

Survey focus: Customer satisfaction on completed projects
Survey instrument: Electronic PDF
Sample size: 15
Response rate: Undetermined
Outcomes:
Average 3.3 on 4-Point Scale
Survey questions:
- Were you satisfied with Facilities Management’s ability to understand your specific requests for the project and find solutions? – 3.6
- Were you satisfied with your level of involvement and input throughout the project? – 3.3
- Were you satisfied with the level of communication provided by the PM throughout the project? – 3.3
CUSTOMER SATISFACTION DATA

HUMAN RESOURCES

Maintain Don’t Gain Program Survey

Survey focus: Program and services
Survey instrument: EEE online anonymous survey
Sample size: Unknown
Response rate: 101 responses

Outcomes:
- Satisfaction with HR Expertise and Knowledge (N=99)
  - Very Satisfied = 78% (77)
  - Satisfied = 9% (9)
  - Dissatisfied = 3% (3)
  - Very Dissatisfied = 10% (10)

- Satisfaction with HR Service (N=97)
  - Very Satisfied = 80% (77)
  - Satisfied = 6% (6)
  - Dissatisfied = 3% (3)
  - Very Dissatisfied = 11% (11)

Outcomes:
- 98% of respondents felt that the Challenge emails helped motivate them to maintain their weight over the holiday season.
- 97% (139/144) of participants either maintained or lost weight
- 56% (80/144) of participants actually lost weight during the challenge
- Total Pounds lost: 228.5
- Average weight lost = 2.86 lbs./person
- Participants lost anywhere from 0.25 to 12 lbs.

INTERNAL AUDIT SERVICES

Internal Audit Services Client Satisfaction Survey

Survey focus: Customer satisfaction with services
Survey instrument: Electronic questionnaire with 15 questions
Sample size: 60
Response rate: 18 (56%)

Outcomes:
The average rating was 3.57 on a 4-point scale. Responses were positive, indicating that they were appreciative and satisfied of our services & with the work.
CUSTOMER SATISFACTION DATA

SCANNING & PASSPORT SERVICES (FORMERLY ADMINISTRATIVE POLICIES & RECORDS)

“For the Record” Records Management Seminar

Survey focus: Evaluation of the Records Management seminar
Survey Instrument: EEE Survey
Sample size: 118
Response rate: 32 (27%)
Outcomes: 82% agree/strongly agree that seminar meet their expectations

TRANSPORTATION AND DISTRIBUTION SERVICES

UCI Bike Month Festival Follow-Up Survey

Survey focus: Event feedback, information for future bike events, and data on helmet usage for helmet giveaway
Survey Instrument: SurveyMonkey web survey
Sample size: 468
Response rate: 133 (28%)
Outcomes: 83% of respondents rated UCI Transportation staff’s quality of service and interaction with staff at the UCI Bike Month Festival event “Good or Excellent.”

After attending the UCI Bike Month Festival

- 73% of respondents agreed they will be a more considerate driver around bicyclists.
- 71% of respondents agreed that they now know more about sustainable transportation options for their commute.
- 61% of respondents agreed that they feel more confident making turns on a bike and loading their bike onto a rack mounted on a bus.
- A majority of respondents feel more confident properly fitting a bicycle helmet; negotiating an intersection on a bike; riding on the road without a bike lane; using the gears on my bicycle; choosing a bicycle that fits me.
- A majority of respondents agreed that they now know how to repair a flat tire; how to check their bike for problems; and will consider visiting the UCI Bike Shop for purchases or repairs.

Mailology: Navigating your Postal World

Survey focus: Customer satisfaction feedback from first Mailology Session (1 of 3).
Survey Instrument: SurveyMonkey web survey
Sample size: 25
Response rate: 10 (40%)
Outcomes: All respondents indicated great satisfaction.
(Customer Satisfaction Data continued)

Mailology: Overall Satisfaction

Survey focus: Customer satisfaction feedback from third Mailology Session (3 of 3) and overall analysis of entire Mailology series.
Survey instrument: SurveyMonkey web survey
Sample size: 37
Response rate: 12 (32%)
Outcomes: All respondents indicated Satisfied or Very Satisfied with the Mailology series. Specific outcomes and rating on the 4.0 scale are listed below. Sampling of respondents comments on entire series below:
- These sessions improved my knowledge of efficient and cost-effective postal practices at UCI. 3.75
- I have a strong understanding of the resources and diverse services offered by UCI Distribution. 3.67
- The Mailology instructors were well-informed and created a welcoming environment. 4.0
- I will recommend this series to another staff member. 3.92

Mailology: Handling Bulk Mail

Survey focus: Customer satisfaction feedback from second Mailology Session (2 of 3).
Survey instrument: SurveyMonkey web survey
Sample size: 15
Response rate: 7 (47%)
Outcomes: 4.0 on a 4.0 scale. All respondents indicated they were very satisfied with their Mailology experience.

WhimCycle Post Event Survey

Survey focus: Effects of event, satisfaction with presentation
Survey instrument: web survey
Sample size: 400
Response rate: 28%
Outcomes: When participants were asked to rate the quality of service and interaction with Transportation staff, 87.5% rated staff as either Good or Excellent. Other outcomes include:
- 81% of motorists Agreed/Strongly Agreed that they will be more considerate drivers around bicyclists after attending the event.
- 65% of respondents Agreed/Strongly Agreed that they have improved their bike locking habits after attending the event.
- 59% of respondents Agreed/Strongly Agreed that they will be more confident negotiating an intersection as a result of attending the event.
- 63% of respondents Agreed/Strongly Agreed that they are more likely to ride their bicycles as a result of attending this event.
(Customer Satisfaction Data continued)

Smart Cycling Course Customer Service Satisfaction Survey

Survey focus: Event feedback and information on bicycling course
Survey Instrument: Survey Monkey web survey
Sample size: 60
Response rate: 80%+
Outcomes:

When participants were asked if the information covered was easily understood and useful, responses tallied indicated a satisfaction level at 3.25 out of 4.0.

When participants were asked how knowledgeable and helpful the instructor was, responses tallied indicated a satisfaction level at 3.64 out of 4.0. 100% of the respondents indicated that they would recommend the course.

2014 UCI RIDEtoberfest Follow-Up Survey

Survey focus: Event feedback and information for future bike events.
Survey Instrument: Survey Monkey web survey
Sample size: 405
Response rate: 111 (27%)
Outcomes:

80% of respondents rated UCI Transportation staff’s quality of service and interaction with staff at the UCI RIDEtoberfest event “Good or Excellent”. After attending UCI RIDEtoberfest:

- Over 71% of respondents feel more confident riding on the road in a bike lane and on a path separated from the road.
- 68% of respondents agreed they will be a more considerate driver around bicyclists and that they now know more about sustainable transportation options for their commute.
- 66% of respondents feel more confident loading their bike onto a rack mounted on a bus.
- 63% of respondents feel more confident riding on the road without a bike lane, negotiation an intersection on a bike, and making turns on a bike.
- 61% of respondents improved their bike locking habits.
- A majority of respondents agreed that they feel more confident in choosing a bicycle that fits them, properly fitting a bicycle helmet, and how to check their bike for problems.

2015 UCI RIDEtoberfest Follow-Up Survey

Survey focus: Effects of event, satisfaction with presentation
Survey Instrument: Survey Monkey web survey
Sample size: 420
Response rate: 34%
Outcomes:

When participants were asked to rate the quality of service and interaction with Transportation staff, 83.6% rated staff as either Good or Excellent.
## Exemplary Practices Site Visits

<table>
<thead>
<tr>
<th>A&amp;B'S UNIT</th>
<th>SITE VISITED</th>
<th>MONTH-YEAR</th>
<th>EXEMPLARY PRACTICE REVIEWED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting &amp; Fiscal Services</td>
<td>UC Riverside</td>
<td>January-16</td>
<td>Financial Data Access and Self-Help Application</td>
</tr>
<tr>
<td>Design and Construction Services</td>
<td>UCSF Medical Campus</td>
<td>May-15</td>
<td>Collaborative Space</td>
</tr>
<tr>
<td></td>
<td>LBNL</td>
<td>June-16</td>
<td>Transmission Electron Microscope Environments</td>
</tr>
<tr>
<td></td>
<td>USC Village Tour</td>
<td>June-16</td>
<td>Housing Construction</td>
</tr>
<tr>
<td></td>
<td>View Glass (Milpitas, CA)</td>
<td>August-16</td>
<td>Dynamic Gas Manufacturing</td>
</tr>
<tr>
<td>Environmental Health &amp; Safety</td>
<td>UC Riverside-EH&amp;S Department</td>
<td>November-14</td>
<td>Safety metric reports and best practices</td>
</tr>
<tr>
<td></td>
<td>UCSB</td>
<td>January-15</td>
<td>Facilities injury prevention best practices</td>
</tr>
<tr>
<td></td>
<td>UC Davis-Bodega Bay Research</td>
<td>November-15</td>
<td>Field and lab research operations</td>
</tr>
<tr>
<td></td>
<td>UCSD-Vivarium Safety Program</td>
<td>November-15</td>
<td>Signage, communications, PPE, SOPs, housing</td>
</tr>
<tr>
<td></td>
<td>UCSC</td>
<td>November-15</td>
<td>Laboratory Ventilation Assessment</td>
</tr>
<tr>
<td></td>
<td>UCSD</td>
<td>February-16</td>
<td>Hazardous waste management</td>
</tr>
<tr>
<td></td>
<td>UC Riverside</td>
<td>March-16</td>
<td>New EH&amp;S Facility</td>
</tr>
<tr>
<td>Environmental, Planning &amp; Sustainability</td>
<td>UC San Diego</td>
<td>September-14</td>
<td>CEQA Processing</td>
</tr>
<tr>
<td></td>
<td>Cal State Fullerton</td>
<td>May-15</td>
<td>Water Resources (Bios wales)</td>
</tr>
<tr>
<td></td>
<td>Georgia Tech</td>
<td>May-15</td>
<td>Drought response and storm water treatment</td>
</tr>
<tr>
<td></td>
<td>UCLA</td>
<td>June-15</td>
<td>PSHB Management</td>
</tr>
<tr>
<td></td>
<td>UCSD</td>
<td>November-15</td>
<td>Facilities Management Relocation Planning</td>
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<tr>
<td></td>
<td>Georgia Tech</td>
<td>May-16</td>
<td>Sustainability program, drought response and urban forest program</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>Project Description</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UCI Douglas Hospital</td>
<td>July-14</td>
<td>Ammonia emissions control system / boilers projects</td>
<td></td>
</tr>
<tr>
<td>Big Billy Tour</td>
<td>July-14</td>
<td>Big Belly Solar trash cans</td>
<td></td>
</tr>
<tr>
<td>San Francisco Airport Central Plant</td>
<td>November-14</td>
<td>High-temperature hot water boiler,</td>
<td></td>
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<tr>
<td>Royal Corporation</td>
<td>April-15</td>
<td>Distribution center and UCI partnership possibilities</td>
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</tr>
<tr>
<td>Lutron Experience Center</td>
<td>May-15</td>
<td>Advanced Lighting Controls</td>
<td></td>
</tr>
<tr>
<td>Irvine Ranch Water District</td>
<td>June-15</td>
<td>Drought response preparations; recycled water in cooling tower and restrooms</td>
<td></td>
</tr>
<tr>
<td>UC Riverside</td>
<td>July-15</td>
<td>LEED EBOM and Green Lab</td>
<td></td>
</tr>
<tr>
<td>Stone Care Ontario Convention Center</td>
<td>February-16</td>
<td>Stone Care Flooring</td>
<td></td>
</tr>
<tr>
<td>Univ of T at Austin</td>
<td>February-16</td>
<td>Combined Cycle Cogeneration Plant</td>
<td></td>
</tr>
<tr>
<td>USCS&amp;D Renovation Effectiveness Peer Review</td>
<td>February-16</td>
<td>Renovation process improvement</td>
<td></td>
</tr>
<tr>
<td>American Foam and Packing</td>
<td>April-16</td>
<td>Styrofoam densifying &amp; Recycling Process</td>
<td></td>
</tr>
<tr>
<td>UCLA Renovation Process Review</td>
<td>May-16</td>
<td>Renovation process improvement. Whole building lighting systems</td>
<td></td>
</tr>
<tr>
<td>Green Sports Alliance Workshop, LA Dodgers Stadium</td>
<td>June-16</td>
<td>Green Cleaning/Healthy Schools</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human Resources</th>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zappo's Corp. Headquarters</td>
<td>June-15</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Internal Audit Service</th>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>UC Riverside</td>
<td>August-14</td>
</tr>
<tr>
<td>UCSD</td>
<td>July-15</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Police Department</th>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCSB</td>
<td>October-15</td>
</tr>
<tr>
<td>Glendale CC</td>
<td>January-16</td>
</tr>
<tr>
<td>UC Berkeley</td>
<td>March-16</td>
</tr>
<tr>
<td>UC Davis</td>
<td>April-16</td>
</tr>
<tr>
<td>UCSB</td>
<td>April-16</td>
</tr>
</tbody>
</table>
### Exemplary Practices Site Visits Continued

<table>
<thead>
<tr>
<th>Purchasing &amp; Risk Services</th>
<th>Stanford</th>
<th>March-16</th>
<th>Property Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scanning &amp; Passport Services</td>
<td>Los Angeles Dept. of Water &amp; Power</td>
<td>July-14</td>
<td>New meter and ink jet processing demonstration</td>
</tr>
<tr>
<td></td>
<td>Cal State Northridge</td>
<td>May-14</td>
<td>Design and security of a state of the art bicycle cage</td>
</tr>
<tr>
<td></td>
<td>Towne All Points Fulfillment</td>
<td>July-14</td>
<td>New meter and ink jet processing demonstration</td>
</tr>
<tr>
<td></td>
<td>Vista Paint, Dunn Edwards</td>
<td>May-15</td>
<td>Equipment (line striper and grinders) and types of paint</td>
</tr>
<tr>
<td></td>
<td>Cal State LA</td>
<td>May-15</td>
<td>Garage standards and practices for Green Garage certification</td>
</tr>
<tr>
<td></td>
<td>SFSU</td>
<td>July-15</td>
<td>Bicycle parking center</td>
</tr>
<tr>
<td></td>
<td>Baltimore/Washington Intern'l Airport</td>
<td>July-15</td>
<td>Charging station designs and other parking products</td>
</tr>
<tr>
<td>Transportation &amp; Distribution Services</td>
<td>Lake Forest, CA City offices</td>
<td>August-15</td>
<td>Customer reporting system on city issues or areas needing repair</td>
</tr>
<tr>
<td></td>
<td>Florida International Univ.</td>
<td>September-15</td>
<td>Permitless parking system and Florida DMV connectivity system for citation management</td>
</tr>
<tr>
<td></td>
<td>City of Newport Beach</td>
<td>September-15</td>
<td>Equipment in the Advanced Traffic Management System</td>
</tr>
<tr>
<td></td>
<td>City of Irvine</td>
<td>October-15</td>
<td>Toured Traffic Management Center and learned best practices and equipment for their Advanced Traffic Management System</td>
</tr>
<tr>
<td></td>
<td>The Collegiate Bicycle Company</td>
<td>October-15</td>
<td>Technology upgrades to the ZotWheels bikeshare system</td>
</tr>
<tr>
<td></td>
<td>City of Oakland</td>
<td>November-15</td>
<td>Street parking for bike corrals and utilizing bike shop/staffed indoor bike parking</td>
</tr>
<tr>
<td></td>
<td>UC Berkeley</td>
<td>November-15</td>
<td>Sharrows and bike rack installation</td>
</tr>
<tr>
<td></td>
<td>Cal State Fullerton</td>
<td>June-16</td>
<td>Sustainable transportation commuter incentives</td>
</tr>
</tbody>
</table>
Fiscal Years 2014-2016 Goals and Objectives

Supervisory and Team Effectiveness

1.0 Achieve A&BS goal for 75% of the measures on the Survey of Management and Organizational Patterns.

1.1 Support a culture that challenges complexity, questions bureaucratic over-control, and seeks relentlessly to simplify workflow and the demands we place on our customers.

1.2 Recognize team performance and accomplishments through recognition events that celebrate team successes.

1.3 Discuss, display, and track unit performance measures, using them to stimulate continuous improvement. (A performance measure can be a quantifiable, normative process output or a real-time measure of customer satisfaction.)

1.4 Attain 100% performance evaluation completion rate.

Process Improvement

2.0 Improve one process that affects many campus customers, utilizing A&BS Simplification Goals and Principles as a framework.

2.1 Evaluate “best practices” in high-performance peer organizations, especially where costs are low and results are impressive. Complete one “exemplary practice site visit” and import worthwhile improvements and innovative ideas.

2.2 Simplify one customer interface, as measured by customer time and frustration to perform typical transactions, including training time required.

2.3 Complete one process improvement that moves A&BS toward consistency with UC’s “Working Smarter” initiative.

2.4 For efficiency, focus on an improvement project that simultaneously meets goals 2.0, 2.1, 2.2, and 2.3.
Survey and Understand Customer Satisfaction

3.0  Interview your four most demanding customers.
    • Communicate one goal of providing a simplified customer interface and robust, reliable services of limited complexity.
    • Clarify their performance expectations of your unit, and ask whether you are meeting their expectations.
    • Discuss what you can do to reduce the workload your unit/your processes create for them.
    • Particularly, identify opportunities to reduce your unit’s workload impact on faculty through simplifying requirements, rules, policies, forms, instructions, fragmented procedures, and fragmented responsibilities.
    • Ask customers whether any services you perform (or reports you provide) could be eliminated.

3.1  Administer customer satisfaction surveys for primary services you provide on a periodic basis (so that these primary services are surveyed at least every third year).

3.2  Review customer performance objectives with your employees, assuring that data your unit uses to track customer satisfaction provides them with a clear understanding of whether customer expectations are being met.

3.3  Meet with Academic Senior Managers and Health Science Administrators. Discuss your unit’s customer satisfaction and performance measures, and provide data showing how your unit performs against these measures.

Ongoing A&BS Goals

4.0  Maintain or improve diversity of staff, suppliers, and contractors (consistent with UC policy and federal and state law).

4.1  Develop management competencies and process improvement skills throughout A&BS at every level, devoting at least 10 hours/employee/year to training, continuing education, and staff development.

4.2  Promote a working environment free of discrimination and sexual harassment, in which mutual respect is experienced consistently at all levels in your organization.

4.3  Ensure that all aspects of your unit’s operations that can improve the campus’ environmental stewardship and sustainability are addressed with the same continuous improvement tools as other process improvements (goals, measures, best practices, etc.)

4.4  Review unit practices to identify those which support outside events and the use of facilities by external groups. Identify opportunities to enhance the visitor experience in support of the campus’ academic and service mission.
**Fiscal Year 2014-2015 Goals: Results Summarized by Department**

Refer to pages 44-45 for a complete listing of the A&BS goals summarized in the chart below.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Accounting &amp; Fiscal Services</th>
<th>Design &amp; Construction Services</th>
<th>Environmental Health &amp; Safety</th>
<th>Environmental Planning &amp; Sustainability</th>
<th>Facilities Management</th>
<th>Human Resources</th>
<th>Internal Audit Services</th>
<th>Police Department</th>
<th>Purchasing &amp; Risk Management</th>
<th>Scanning &amp; Passport Services</th>
<th>Transportation &amp; Distribution Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisory and Team Effectiveness (1.0)</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>N/A</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
</tr>
<tr>
<td>Simplify Workflow (1.1)</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
</tr>
<tr>
<td>Team Recognition/Events and Awards (1.2)</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
<td>★</td>
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Key:  
- ★ ≥ 50%  
- ○ = 0  
- ● ≤ 49%

*Exempted this fiscal year due to extraordinary pressure to accomplish other major system work (i.e. Kuali, UCP, etc.)*
## Fiscal Year 2015-2016 Goals: Results Summarized by Department

Refer to pages 44-45 for a complete listing of the A&BS goals summarized in the chart below.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Accounting &amp; Fiscal Services</th>
<th>Design &amp; Construction Services</th>
<th>Environmental Health &amp; Safety</th>
<th>Environmental Planning &amp; Sustainability</th>
<th>Facilities Management</th>
<th>Internal Audit Services</th>
<th>Police Department</th>
<th>Purchasing &amp; Risk Services</th>
<th>Scanning &amp; Passport Services</th>
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Key: ● ≥ 50%  ○ ≥ 49%  ○ = 0

*Exempted this fiscal year due to extraordinary pressure to accomplish other major system work (i.e. Kuali, UCPath, etc)
Six Broad Indicators of Administrative Workload
Cumulative Change from 1990-91 (base = 1.0)

- Financial Transactions
- Regulations
- Research Expenditures (in constant 1991 $s)
- Campus Expenditures (in constant 1991 $s)
- Campus Employees
- Pertinent Administrative Employees
- Enrollment
- Average

Fiscal Year 2014-2015 and 2015-2016 A&BS Annual Summary – Page 49