FAS Managers’ Town Hall

3/20/2017
Agenda

- Welcome & Introduction
  - Paul Jenny

- Guest Speaker
  - Joe DeRisi, PhD, Professor of Biochemistry and Biophysics at UCSF; Co-President of Chan Zuckerberg Biohub

- FAS Strategic Planning Update
  - Paul Jenny

- Parnassus Renewal
  - Robert Stickney

- New Facilities Management Program & First Impressions Contest
  - Jon Giacomi

- Announcements
  - Becky Daro
Update on Initial Priorities

Four Initial Priorities:

1. Become much more integrated in how we are organized and how we work toward operating consistently at a high level of performance and speaking with one voice to the customer.

2. Update our strategic goals toward ensuring we can operate at our best as UCSF grows.

3. Execute Lean plans and processes across FAS – in service of the first two points.

4. Deliver effectively and manage our risks on our capital projects – currently running at $1 billion.
We are Updating FAS Goals Using Hoshin Kanri - The Strategy Deployment Process Being used across UCSF

**Hoshin Kanri**: A Japanese term that loosely translates to “management toward an aim.” This strategy deployment process provides a clear aim (**True North**) coupled with problem solving methods (**A3 thinking**) to describe how we will get there and make adjustments along the way.

**Common Terminology:**

- **True North**: The compass to guide strategy deployment - our shared goals
- **A3 Thinking**: Disciplined, team based problem solving methods that guide actions
- **Strategy Deployment**: More than a plan, it includes implementation and ongoing adjustments based on experiments and outcomes.
- **PDCA** (Plan, Do, Check, Adjust): The process that allows us to be nimble and make course corrections after we set the plan
# The Planning Process

<table>
<thead>
<tr>
<th>Process Step</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day retreat to define True North pillars and measures</td>
<td>20 people – FET and small group of their direct reports</td>
</tr>
<tr>
<td>Develop True North data book with baselines and multi-year targets</td>
<td>Assigned measure owners with PMO</td>
</tr>
<tr>
<td>2-day retreat to develop focused execution through Strategic Priorities</td>
<td>20 people – FET and small group of their direct reports</td>
</tr>
<tr>
<td>A3 clinics to define problem statement, analysis and action plan</td>
<td>6 cross-functional teams of 8-10 people each</td>
</tr>
<tr>
<td>Catchball Retreat – interactive process for broader feedback and alignment on strategic priority A3 plans</td>
<td>159 people - 4 levels from Town Hall list</td>
</tr>
</tbody>
</table>
Emerging FAS True North

OUR LEAN CONTINUOUS IMPROVEMENT SYSTEM

Respect People - Increase Value – Reduce Waste

TRUE NORTH PILLARS & STRATEGIC PRIORITIES

Customer Experience
Create an exceptional experience to support our customers in ways they value

Safety
Deliver a safe and secure environment for the UCSF community

Our People
Create an organizational culture where FAS employees are engaged to do their best work

Resource Management & Stewardship
Proactively partner with campus to optimize University assets

Innovation
Develop FAS strategies to address emerging trends in collaboration with customers

VALUES
Professionalism – Respect – Integrity – Diversity -

MISSION
Build, support and sustain the workplace to advance UCSF’s mission

VISION
Deliver outstanding support services, expertise and leadership to make UCSF a great place
## Emerging FAS True North Metrics

<table>
<thead>
<tr>
<th>CUSTOMER EXPERIENCE</th>
<th>SAFETY</th>
<th>OUR PEOPLE</th>
<th>RESOURCE MANAGEMENT &amp; STEWARDSHIP</th>
<th>INNOVATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAS Customer Satisfaction</td>
<td>UCSF Data Security Privacy Breaches</td>
<td>FAS Employee Engagement</td>
<td>UCSF Net Position</td>
<td>FAS Innovation Budget</td>
</tr>
<tr>
<td>FAS Service Level Targets Met</td>
<td>Perception of UCSF Public Safety</td>
<td>FAS Voluntary Turnover</td>
<td>UCSF Preventative Maintenance ((*Replace with Deferred Maintenance Backlog))</td>
<td>*Explore Measuring Innovation Culture</td>
</tr>
<tr>
<td>*Lost Work Days</td>
<td>*FASDiversity</td>
<td>Carbon Neutrality</td>
<td></td>
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<tr>
<td>*EOCMetric</td>
<td></td>
<td>FAS Expense Growth</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>*UCSF Capital Use</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>*UCSF Space Utilization</td>
<td></td>
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</table>

*Potential Metrics to Add
Initial FAS Strategic Priorities and Leads

These strategic priorities are where we will initially focus to “move the needle” as defined by our True North pillars, metrics and targets:

1. Renew and Enhance Physical Environment – Clare Shinnerl
2. Optimize Assets – Equipment, Technology, Data – Joe Bengfort
3. Optimize Cost and Revenue (Funding Model) – Teresa Costantinidis
4. Organizational Realignment / Integration – Robert Stickney
5. Culture of Continuous Improvement – Mara Fellouris
6. Advance Sustainability – Gail Lee
Next Steps

1. Develop A3 plans for strategic priorities
2. Finalize metrics and targets for FY18
3. Catchball on June 14th for feedback and alignment
4. Do-Check-Adjust:
   - Make plan visible
   - Develop disciplined accountability around checking progress toward targets
   - Foster a culture of learning
   - Adjust plans as required
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  Paul Jenny

- Parnassus Renewal  
  Robert Stickney

- New Facilities Management Program & First Impressions Contest  
  Jon Giacomi

- Announcements  
  Becky Daro
Parnassus Campus Renewal

Background:

- Average age of buildings = 52 years
- Deferred maintenance backlog of approximately $1.2B (70% of UCSF total)
- Underutilization of space due to a variety of factors (condition, age, appropriateness)
- Perception of “haves” and “have-nots”
- All of the above contributing to request from Provost to develop, in short order, an overall study of the Parnassus Campus to identify:
  - Comprehensive approach to campus renewal
  - Component Projects
  - Timing / Sequencing
  - Costs
Parnassus Campus Renewal

Actions

- Perkins & Will performing work (Timeline: Feb 1 to May 1):
  - Review existing documentation (studies, reports, cost studies)
  - Interview key stakeholders
  - Develop draft concept plan, to support a “ten-year” renovation and modernization to transform the Parnassus Campus, including:
    - Draft work plan, including overall and component project scope definition.
    - Schedules and sequencing
    - Decant needs / swing space requirements
    - Jacobs to provide cost information
- Actions after May 1
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CLS – Facilities Services

- **Facilities Management Program** – aligned with (1) Resource Management & Stewardship and (2) Customer Experience
- **First Impressions Contest Update** – aligned with (1) Customer Experience and (2) Innovation
New Facilities Management Program

Brief Overview of Facilities Services

What are we trying to solve for?

- Every building used to have a manager, a.k.a. “The Good Ole Days!”
- Funding cuts over the last 20 years necessitated different operating models
- UCSF got to the point where we had just 2 facility managers
- With conversions to technology and new work order systems, FS became more of a “faceless” organization – except for custodial services and trades/engineers who came to fix something
- Customers are demanding more personal interactions and consultation
- Campus growth demands new approaches
New Facilities Management Program

What Are We Doing?

- Converted FS Project Coordinators into Facilities Managers
- Hired 2 more Facilities Managers to level portfolios across 10 areas, includes Housing and University House
- Invited R.E.A.D. to participate for UCSF leased sites to provide customers with seamless Facilities Manager identification – Bill Tarangioli and Charles Conway

What Do We Expect?

- Immediate feeling of “ownership” by the FMs
- Building inspections – addressing issues more rapidly
- Defined key contacts in every building; build the FS community
- Defined customer escalation process
- Improvement in customer satisfaction scores
- Anecdotal evidence of improved department relationships
- Portfolio management (e.g., cost/SF, sustainability)
New Facilities Management Program

Facilities Managers serve as building liaisons to provide occupants with a single point of contact for all of their facility needs. The Facilities Managers will also serve as strategic partners in support of UCSF research, handle customer service requests and escalated issues, provide consultation on facilities needs, and break down service barriers.

There are five program elements:

1. Facilities/Building Management
2. Lifecycle Facilities Asset Management
3. Maintenance Planning & Scheduling
4. Compliance Management
5. Small Project Management
East Campus Building Portfolio Assignments

Jessica Dimartino (787,000 sq ft.)
- 654 Minnesota
- Buchanan Dental Clinics
- Mission Center

Darrick Lo (1M sq ft.)
- Helen Diller
- Hunter's Point
- Mission Hall
- Oyster Point
- Retail Space (Gene Friend Way)
- Rock Hall
- Smith

Dan Rorvik (1.2M sq ft.)
- Byer's Hall
- Community Center Garage
- Genentech Hall
- Owens Street Garage
- Rutter Center
- Third Street Garage
- University Child Care

Girod St. Martin (410,000 sq ft.)
- Mission Bay Housing
- North Tower
- South Tower
- East Tower
- West Tower

Charles Conway (142,000 sq ft.)
- 499 Illinois
- 45 Castro

Bill Tarangioli (300,000 sq ft.)
- 185 Berry Street
- 675 Nelson Rising Lane
- All Other Leased Property
New Facilities Management Program

- Web site with program information being rolled out campus wide this month (March):

http://campuslifeservices.ucsf.edu/facilities/services/facilities_projects/meet_your_facilities_manager
New Facilities Management Program

Web Site Features

- Find your Facilities Manager
- Learn about program components and the new role

CHRIS GONZALEZ

Email: Christopher.Gonzalez@ucsf.edu
Phone: (415) 476-9592

Bio: Chris has worked with Facilities Services for the past nine years. He started at the Customer Service Center and currently serves as Senior Facilities Manager. As the lead for the newly created Facilities Management Program, Chris is looking forward to building strong relationship with Facilities Services’ customers and partners.


West Campus Building Assignments

Each building on the West Campus is shown alphabetically along with the facilities manager responsible and his/her contact information.

<table>
<thead>
<tr>
<th>Building</th>
<th>Facilities Manager</th>
<th>Email</th>
<th>Telephone</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC C-Level</td>
<td>Mike Jang</td>
<td><a href="mailto:Michael.jang@ucsf.edu">Michael.jang@ucsf.edu</a></td>
<td>415-298-1996</td>
</tr>
<tr>
<td>Aldie's Housing</td>
<td>Oswaldo Robelo</td>
<td><a href="mailto:ORobelo@ucsf.edu">ORobelo@ucsf.edu</a></td>
<td>415-502-4935</td>
</tr>
<tr>
<td>Avenue Housing</td>
<td>Oswaldo Robelo</td>
<td><a href="mailto:ORobelo@ucsf.edu">ORobelo@ucsf.edu</a></td>
<td>415-502-4935</td>
</tr>
<tr>
<td>Central Utility Plant</td>
<td>Chris Gonzalez</td>
<td><a href="mailto:Christopher.Gonzalez@ucsf.edu">Christopher.Gonzalez@ucsf.edu</a></td>
<td>415-476-9592</td>
</tr>
<tr>
<td>Clinical Science Building</td>
<td>Chris Gonzalez</td>
<td><a href="mailto:Christopher.Gonzalez@ucsf.edu">Christopher.Gonzalez@ucsf.edu</a></td>
<td>415-476-9592</td>
</tr>
</tbody>
</table>
New Facilities Management Program

What’s Next?

- Announce the program campus wide
- Rollout the web site
- Individual building announcements with FM identified and introduced
- FMs hold introductory/informal meet and greets

How Can You Help?

- We would like other FAS departments to help train our FMs
- We believe that they will be a very accessible face of FAS and will be asked all sorts of questions regarding other services
- They will need to know how best to handle those questions and refer to the right place in FAS
- Email after this meeting to request participation in training
What Has Already Improved

MU Level B1 Before Pole Repair

MU Level B1 After Pole Repair
What Has Already Improved

MU Level B1
Before Vent Cleaning

MU Level B1
After Vent Cleaning
What Has Already Improved

MU-E Entrance Before Ceiling Repairs

MU-E Entrance After Ceiling Repairs
New Facilities Management Program

And Your Facilities Manager is… Jessica Dimartino (654 Minnesota and MCB)
UCSF First Impressions Contest
UCSF First Impressions Contest

- First time doing a contest like this in Facilities Services
- **48 entries** received
- Entries had video or pictures attached
- Faculty, staff, and student participation
- Entries being reviewed for feasibility and budget
- Focusing on projects $10K and under
- Coordinating our efforts with campus partners
- Winners will be announced soon
- Total budget of $50K, but we may try to accommodate more projects in our operating budget, if possible
- Recognition and prizes for the winners
- Have generally received positive feedback for this contest and would like to make it an annual event
UCSF First Impressions Contest

- Parnassus Campus Entry Point – Faculty/Alumni House
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Welcome

• UCSF Information Technology
  – Jill Myers, Communications IT Manager
  – Rick Larsen, Director of Research Informatics

• VC-Chief Financial Officer
  – Rich Kurovsky, Finance Communication Director

• Campus Life Services
  – Derrick Tyler, Campus Fleet Manager

• Real Estate, Planning and Capital Programs
  – Robert Stickney, Interim Senior Associate Vice Chancellor
## Staff Engagement Survey Next Steps

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Date</th>
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<tbody>
<tr>
<td>Survey Closed – FAS Participation of &gt;68% vs. 90% in 2015</td>
<td>March 17</td>
</tr>
<tr>
<td>Final participation numbers</td>
<td>By March 27</td>
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<tr>
<td>Survey results presented to Chancellor’s Executive Team</td>
<td>April 24</td>
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<tr>
<td>Managers receive survey results</td>
<td>May</td>
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<tr>
<td>Managers attend training in engagement action planning</td>
<td>May - June</td>
</tr>
<tr>
<td>Teams start creating action plans together with their managers</td>
<td>May - July</td>
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Thank you FAS Survey Ambassadors!

<table>
<thead>
<tr>
<th><strong>Senior Vice Chancellor Office</strong></th>
<th>Judy Fuller</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Real Estate, Planning and Capital Programs</strong></td>
<td>Tatiana Baiza</td>
</tr>
<tr>
<td>Campus Planning</td>
<td>Bob Pizzi</td>
</tr>
<tr>
<td>Real Estate Assets &amp; Development</td>
<td>Rochelle Nieva</td>
</tr>
<tr>
<td>Capital Programs</td>
<td>Darlene Yee</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>Gail Lee</td>
</tr>
<tr>
<td><strong>UCSF Program Management Office</strong></td>
<td>Ronald Campbell, Jr.</td>
</tr>
<tr>
<td><strong>Vice Chancellor - CFO Office</strong></td>
<td>Ann Rodriguez</td>
</tr>
<tr>
<td>Audit and Advisory Services</td>
<td>Paul Lapachet</td>
</tr>
<tr>
<td>Risk Management and Insurance</td>
<td>Ann Rodriguez</td>
</tr>
<tr>
<td>Budget Resource Management</td>
<td>Kathleen Bates-Woodward</td>
</tr>
<tr>
<td>Supply Chain Management</td>
<td>Karen Hamblett</td>
</tr>
<tr>
<td>Controller's Office</td>
<td>Ron Norris; Lisa Duca</td>
</tr>
<tr>
<td>FAS Finance Service Center</td>
<td>Nisa Sampior</td>
</tr>
<tr>
<td><strong>UCSF Police</strong></td>
<td>August Zigon, Jr.; Ailene Estalilla</td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
<td>Ma Cecilia Carino</td>
</tr>
<tr>
<td><strong>UCSF Information Technology</strong></td>
<td>Shelby Dantzler</td>
</tr>
<tr>
<td>IT - Office of the CIO</td>
<td>Larisa Vaynshteyn</td>
</tr>
<tr>
<td>IT - Applications</td>
<td>Jill Cozen-Harel</td>
</tr>
<tr>
<td>IT - Applications</td>
<td>Jason Braatz</td>
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<tr>
<td>IT - IT Field Services</td>
<td>John McWalter</td>
</tr>
<tr>
<td>IT - Service Desk</td>
<td>Ryan Phelan</td>
</tr>
<tr>
<td>IT - Program Management</td>
<td>Mike Groff</td>
</tr>
<tr>
<td>IT - Business Intelligence</td>
<td>Lidiya Demicheva</td>
</tr>
<tr>
<td>IT - Enterprise Data Warehouse</td>
<td>Brian Chan</td>
</tr>
<tr>
<td>IT - Identity and Access Management</td>
<td>Jason Gabler</td>
</tr>
<tr>
<td>IT - Security</td>
<td>Kristan Beynon</td>
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<tr>
<td><strong>Campus Life Services AVC Office</strong></td>
<td>Cathleen Stugard</td>
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<tr>
<td>Campus Life Services</td>
<td>Shauna Strong</td>
</tr>
<tr>
<td>Transportation Services</td>
<td>David Schachman</td>
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<tr>
<td>Facilities Services</td>
<td>Steve Najera; Joyce Hammel</td>
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</tbody>
</table>
Campus Life Services has a new website!

If you’re new to the UCSF community, or new to parenthood or dependent care, you’re in the right place. Navigating leave policies and disability benefits based on your UCSF affiliation can be challenging. Here you will find commonly used links to policies and resources to help you get started.

PREGNANCY & FAMILY LEAVE POLICIES

PLANNING YOUR LEAVE

DEPENDENT CARE

BACK-UP CARE FOR CHILDREN AND ADULTS

OTHER

Lactation Rooms & Services
Find campus lactation room locations as well as support and resources for nursing mothers.

UCSF Flextime Policies
UCSF Flextime Scheduling: Guidelines and Procedures

Great Expectations Pregnancy Program
Resources ranging from conception, birth, breastfeeding and parenting.

Bay Area Summer Camp Fairs
Summer will be here before you know it! Need summer program information? The Bay Area fairs listed below give families...

Sittercity Helps PhD-to-be Balance Student and Family Life
Priya Prasad, a fourth-year student in the UC San Francisco Epidemiology and Translational Sciences PhD Program, is constantly juggling her...