Newsbeat

Highlights and Headlines from in and around Campus Services

END OF FISCAL YEAR SPECIAL EDITION

Fiscal Year 2011 (FY11) and Fiscal Year 2012 (FY12) Cross Functional Goals

The Cross Functional Goals are developed by the senior staff and are part of the mechanism by which they are evaluated during performance reviews. The list of FY11 goals are generally completed, and a summary is included here for your review. The FY12 goals are newly developed, and represent the priorities and issues that senior staff are committed to addressing this year. You will note that several goals have been carried over, which represents the continuing impact, and long term aspects of these priorities. We invite you to review these goals, and discuss them among your colleagues. Each individual unit also has a set of goals which we hope you have had a chance to review and contribute to. If you are unfamiliar with your individual departmental goals, please ask your supervisor to share them with you.

2012 Campus Services Cross Functional Goals

Facilities Lifecycle Improvement Project (FLIP)
Rather than contract with an outside company to do a facilities condition assessment, Campus Services is utilizing the expertise and partnership of FM, PD&C, Engineering, CSIT and Building and Residential Services to develop our own facilities assessment.

- Develop a comprehensive plan to inventory buildings, document equipment, prioritize improvements, and develop a scope and cost for each improvement.
- Format selected data base to capture, sort and prioritize equipment inventories, deficiencies and costs.
- This data will be used to develop a multi-year MR&R program

Establish a robust program to recruit, retain and develop the work force to enhance succession planning and future expertise.
In order to better understand the needs of our workforce in the future, and the needs for succession planning, we will explore several initiatives:
- Define specific needs within the CS organization
- Conduct brown bag lunch session on generational influences on work/life issues
- Research academic programs to help workforce develop necessary skills in succession planning
- Benchmark other schools that have top notch succession planning programs
- Make recommendations for initiatives for CS to develop succession program, and
- Continue to provide training for the workforce

Develop a plan for an Enterprise Wide Camera System
Establishing a plan to integrate existing video equipment and installation of campus-wide exterior cameras with card-access and alarm systems. This enterprise wide system is for entryways, exits, loading docks, and parking structures.

- Identify stakeholder groups to ensure customer buy-in
- Identify customer needs
- Establish camera construction and installation standards
- Utilize consultant to develop proposal for integration of existing equipment with new initiatives

Develop Service Level Agreements for Facilities Management, Planning Design and Construction and Transportation and Parking Services

- To be implemented for all re-charge clients including Oxford, Housing, Glenn Church, etc.
- Replace current Guide to Services with customized guide for E&G customers to reflect our current operational and fiscal environment.

Implement review of Building and Residential Services and Operations and Maintenance

- Review structure and workload of BRS and O&M in order to increase productivity and efficiency
- Reduce supervisor to custodian ratio and increase custodial positions

Improve card access – Partner with EmoryCard to improve Transportation and Parking Services parking access
Assess feasibility and complete planning, if feasible, with EmoryCard Services to move forward with a campus wide implementation program of using the proximity employee ID for deck access.

Develop a fleet management program
Develop and implement a comprehensive program for managing all Campus Services fleet vehicles

Encourage a sense of facilities ownership
Encourage employees to take ownership of buildings and grounds by:

- Walking around buildings and grounds to pick up trash
- Discover things that need repair and/or attention
- Visually inspect facilities on a daily basis to identify necessary improvements

Enhance Campus Services participation in building, planning, construction, commissioning and close out processes.
Engage the expertise of all stakeholders in the process of inspecting buildings to ensure workability and enhance ownership

- Work closely with Planning Design and Construction on all construction and renovation projects
- Participate in construction reviews/inspections
- Conduct life safety code compliance, MEP inspections, constructability and maintainability reviews when required
- Participate in start up, punchlist and acceptance testing as necessary for a seamless turnover

Enhance energy performance/reduction programs for 2015 and 2020
We will continue to identify energy savings achieved by utility consumption reductions that take us beyond our 2015 energy goal. Develop a plan to methodically target and assess buildings for potential energy reduction strategies. Continue to explore sustainability initiatives including:

- LEED building certification
- HVAC performance measurements (post construction and annually)
- Greenhouse gas goals
- Carbon reduction goals
- Enhanced building commissioning, retro-commissioning and Sustainable Performance
- URECA energy audits
- Initiatives identified by the Energy Think Tank including:
  ◊ Solar
  ◊ Microturbines
  ◊ Lighting
  ◊ Reducing Lab Air Changes
  ◊ Common Area Temperature Set Points
  ◊ Sustainable Building Performance Program

Update Design Guidelines for buildings and landscape projects
The University Design Guidelines will include standards for:

- Architecture
- Landscape
- Security and Parking Design
- Health Sciences that include paint, roof and hardscape color palates

Improve internal and external communication
Initiatives continuing from fiscal year 2011 communication goal:

- Enhance CS website
- Develop service and operational interruptions notice ticker for main page
- Implement new performance management program across the enterprise
- Implement a 360-type feedback program to explore how successful we are at communicating across the organization
- Conduct an annual Employee Survey
- Explore communication issues throughout the workforce and our customer base.
- All departments will conduct "all-hands" meetings at least twice a year

Increase efficiencies and maximize resources by developing technical training program for front-line staff and management in professional fields
Deliver training programs and follow up on the assessments in the Zone shops. Next steps include:

- Conduct knowledge and hands-on assessments in Central Shops
- Develop a training program for front line supervisors/managers/directors and project managers to broaden and improve their professional knowledge and leadership skills

Develop big ideas for the next five years to lower costs and generate revenue
Think outside the box!

- Senior Staff will have a ½ day retreat in November
- CSAB will be asked to solicit ideas from their constituents to bring to the leadership team

Each individual department will develop and implement their own department specific goals
Individual completion target dates and milestones will be determined by each department

Enhance energy performance/reduction program for 2015 and 2020 _Carrying over to fiscal year 2012_

Status:

- We currently have 15 buildings Leadership In Energy and Environmental Design (LEED) certified with another 4 pending and 2 more registered (21 buildings total).

- We are also embarking on a new retro-commissioning program that will improve existing building performance and give us clues on which buildings to focus our recommissioning efforts on. We will continue a program of retro and continuous commissioning for FY '12.

- We have drafted the initial formats for our Climate Action Plan (CAP)

- Utility Reduction and Energy Conservation Agreement (URECA) phase 1 is complete, Oxford Campus URECA is complete and URECA Phase II was approved for implementation by the Finance Committee on September 8.

- The Energy Think Tank is completing their final reports on 6 strategies to be submitting for funding.

Update design guidelines _Carrying over to fiscal year 2012_

Status:

- A consultant was hired to draft changes.

- Design Guideline outline established with work started on specific sections: exterior landscape stone, building envelope – stone exterior walkways and exterior lighting.

- The University Design Guidelines include standards for security and parking and start to incorporate Health Services (clinic and hospital).

Revise Housing Master Plan and develop Food Services Master Plan _Goal complete for fiscal year 2011_

Status:

- Identified future growth needs and acceptable building character and size.

- Provided planning concepts for review and decision making.

- Documented final plan and scope of infrastructure requirements for internal review and approvals.

- Real Estate Building and Grounds (REBG) approved final concept plan.

Develop an annual conference of peer institution leaders in the S.E. to benchmark best practices, discuss challenges, problem solving. _Goal is being reviewed for possible implementation in the future_

Status:

- Peer institution schools identified and initial contact lists established.

- Reviewed initial plans for developing a peer institution conference with senior staff, and determined we were not ready to embark on this project at this time.

- Review possibility of changing focus to be a group of peer institution Vice Presidents.

Improve processes and enhance productivity through advances in technology which includes the use of mobile devices, bar coding and web based software. _**Goal complete for fiscal year 2011 and continues into fiscal year 2012**_

Status:

- September 2010 Campus Services implemented AiM, a web-based, software system that improved our ability to:
- manage daily work activities;
- perform routine preventive maintenance on building equipment;
- track hours spent on capital construction projects; and
- enhance reporting capabilities.
- Phase 2 was the implementation of using hand held electronic devices in the field to review work orders and record time on jobs for the FM zone and central shops. The goal to capture in real-time all labor and material charged to specific work orders, so that billing information provided to our customers is accurate and up-to-date.
- While AiM is primarily being used in Facilities Management and Planning, Design and Construction, we are exploring options for possible uses by the Police Department and Transportation and Parking Services.

Establish Campus Services Student Advisory Board _**Goal complete for fiscal year 2011 and continues into fiscal year 2012**_

Status:

- Student representatives from SGA, Graduate Senate, Residence Hall Association, College Council, Undergraduate Business and Undergraduate Nursing met twice per semester with CS reps for the purpose of discussing CS related issues affecting students.
- Established on-going dialogue, managed expectations and addressed issues of concern.

Increase efficiencies and maximize resources by developing technical training program for frontline staff and management (professional fields) _**Goal complete for fiscal year 2011, and continues into fiscal year 2012**_

Status:

- July 2010 we kicked off the Job Training and Assessment project for employees in Facilities Management Zones B, C, D, E, F, H & Oxford. Maintenance activities for each zone were evaluated by an outside consultant to determine specific knowledge, skills, and abilities related to tasks and training needs for each position/job title. From this information assessments were developed and administered to frontline, zone employees.

Phase 1

- Assessments administered in two (2) formats – written and hands-on
- Results identified strengths and opportunities in the employee's knowledge of concepts involved in performing work at a given level
- As of 9/1/2011 assessment results received for each zone employee and training curriculum is being developed for those employees identified as needing to further enhance their skill level

Phase 2

Same as above for FM's Central shop employees

Improve the performance management process for Campus Services' supervisors and employees
Goal complete for fiscal year 2011 and will continue in fiscal year 2012.
   Status:

- October 2010 a CS task force, comprised of supervisory and frontline employees, began a 6 month project to:
  ◊ Create a comprehensive, user-friendly, easily understood performance management model
  ◊ Create related tools and provide resources to support the process

- The results were the creation of a feedback and development model that contains:
  ◊ Accountability: Leadership & Employee
  ◊ Continuous Coaching & Feedback
  ◊ Establishing Roles, Responsibilities, and Expectations (RRE's) for every employee
  ◊ Goals: Organizational, Departmental and Individual
  ◊ Employee Development
  ◊ Annual Performance Review

- Task force recommended the purchase of an on-line tool to aid in this process. In August CS signed a subscription agreement with SONAR 6 to provide software and services for the implementation of this on-line continuous feedback development model.

Improve Internal and External Communication   *Goal will continue year after year.*
   Status:
   FY 11 Achievements

- Improved external communication by providing customers direct access into AiM, the work management system. Staff in Emory College, Food Services, Housing and Oxford College, to name a few, are now able to directly access information on-line about the status of their work requests.
  ◊ They can view the complete history of any work order, including who performed the work by date and time, along with notes about the work being done, and other pertinent information.
  ◊ This initiative promotes transparency with customers.

- Began revamping of Campus Services' website, to include a new look with consistency from page to page and easier navigation tools.
  ◊ The Police Department and Planning, Design and Construction pages were completed, with work continuing on all other departmental sites.
  ◊ Project completion is estimated to be early in fiscal year 2012.

- Conducted an employee survey in May 2011; all departments are incorporating results into FY12 departmental goals

- CS jobs in recruitment featured monthly in the "*Newsbeat*"

- Utilized new web based work management system to improve communication tactics with employees and customers, including a feedback mechanism.

- Looked at an Emergency/Urgent notice ticker for main page.

Establish robust program to recruit, retain, and develop work force to enhance succession planning and future expertise. _Goal will continue year after year._
> Status:
> > FY 11 Achievements
> > - Work force development began with job training assessments for FM zones
> > - Decision made to test all potential new hires in zone shops beginning in FY12, assuring qualified candidates are selected
> > - Assessments for FM central shops scheduled for FY12
> > - CS HR charged to create an internal recruitment strategy in FY12 for positions that are difficult to fill

Establish a relationship with Deans, Senior Leadership and F&A team for partnering, problem solving and improvement opportunities. _Goal complete for fiscal year 2011_
> Status:
> > - Set up semi-annual meetings with each to continue to meet and discuss issues and improvements as needed.

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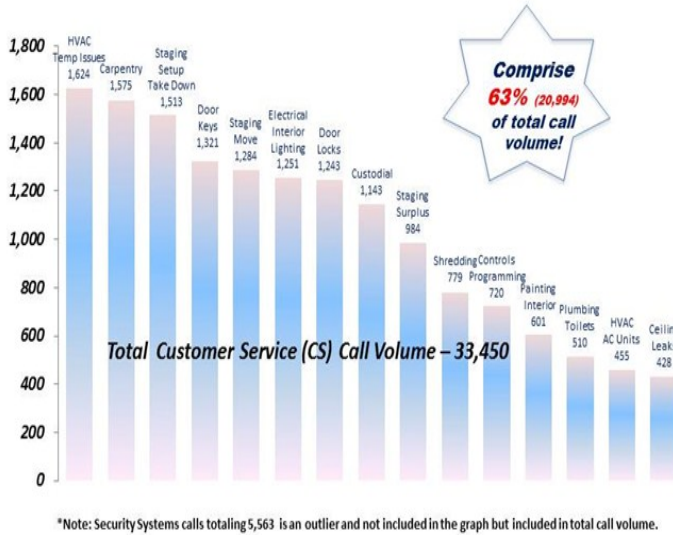## KEY PERFORMANCE INDICATORS (KPIs) FOR CAMPUS SERVICES FY 2011

Key Performance Indicators (KPI's) are useful tools that help define and measure progress toward strategic and operational goals. Generally they are quantifiable measures used to gauge or compare performance year to year. In fiscal year 2011, the senior leader of each organizational unit within Campus Services met with their staff and developed a list of performance measures congruent with their unit's goals. Listed in the remainder of the report are a select few of the most important outcomes achieved. This framework serves as the baseline for measuring future improvements in these areas. Although over time some will become less important, others will be added as needed. A full listing of KPI results from this past year will be in the upcoming CS Annual Report, due out in November. The KPI results are listed by operating unit:

- **Facilities Management**
- **Campus Services Administration**
- **Planning Design & Construction**
- **Emory Police Department**
- **Transportation & Parking Services**
- **University Architect**

KPIs for Facilities Management

Metrics Summary – Fiscal Year 2011

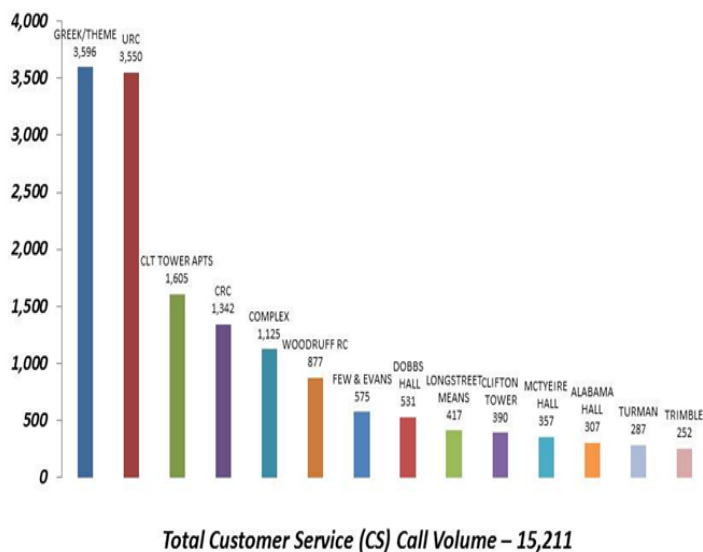### Top Academic & Administration Buildings CS Calls Sorted by Job Type

Total Customer Service (CS) Call Volume – 33,450

Comprise **63%** *(20,994)* of total call volume!

*Note: Security Systems calls totaling 5,563 is an outlier and not included in the graph but included in total call volume.

Metrics Summary – Fiscal Year 2011

Top 10 Academic & Admin Buildings Sorted by C.S. Call Volume

Comprise **34%** *(11,353)* of total call volume!

Total Customer Service (CS) Call Volume – 33,450
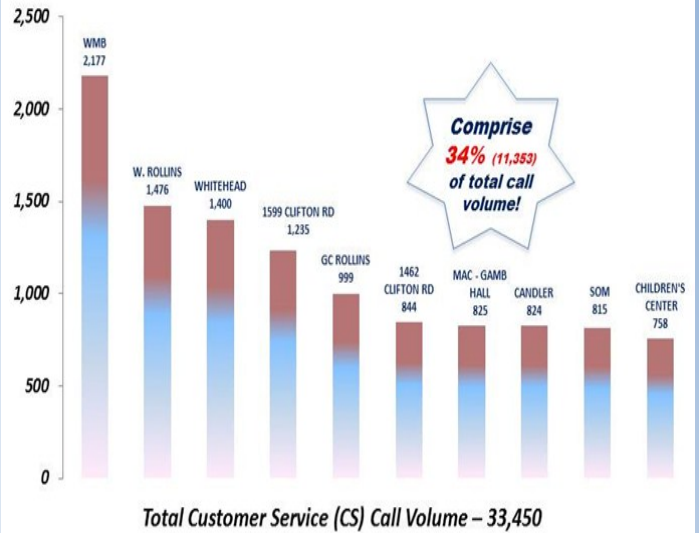
Metrics Summary – Fiscal Year 2011

All Residence Life Buildings Sorted by CS Call Volume

Total Customer Service (CS) Call Volume – 15,211

Metrics Summary – Fiscal Year 2011

Top Residence Life Building CS Calls Sorted by Job Type

Comprise **75%** *(11,343)* of total call volume!

Total Customer Service (CS) Call Volume – 15,211
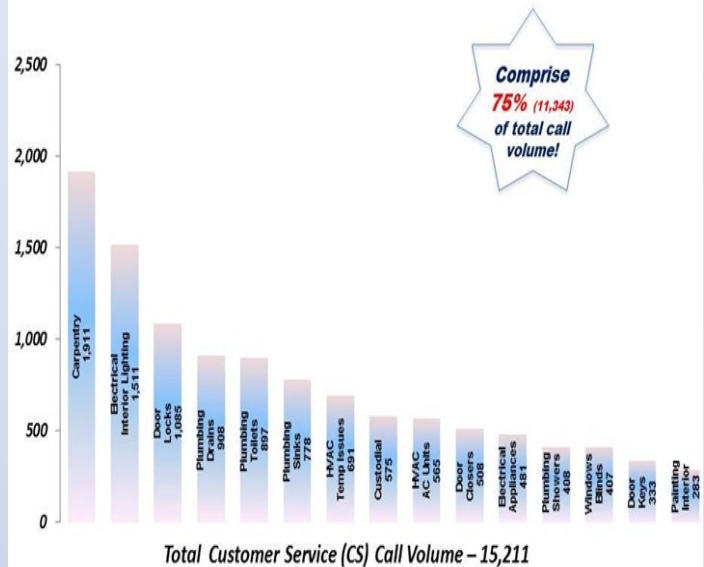
KPIs for Campus Services Administration

KPI - Track and Report 100% of Employee Actions

Employee Turnover Data
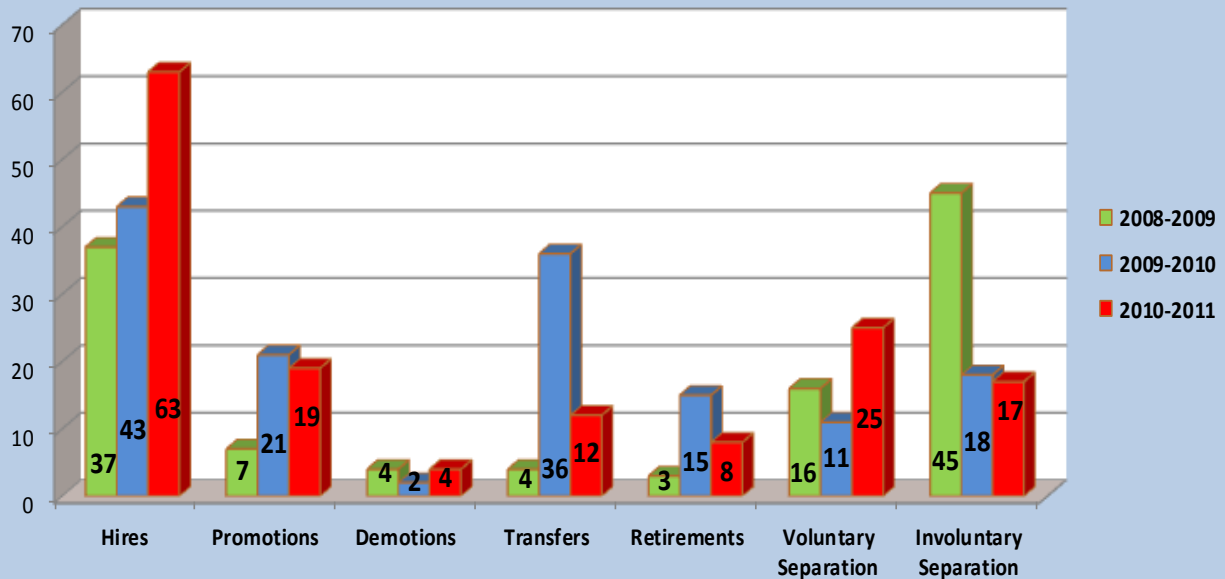
|	2008-2009	2009-2010	2010-2011
Hires	37	43	63
Promotions	7	21	19
Demotions	4	2	4
Transfers	4	36	12
Retirements	3	15	8
Voluntary Separation	16	11	25
Involuntary Separation	45	18	17

Voluntary Separation

- Better Opportunity
- Health Reasons
- Relocation
- Family Reason

Involuntary Separation

- Policy Violation
- Reduction In Force
- Unsatisfactory Performance
- Absences/Tradies
- Resign In Lieu of Dismissal
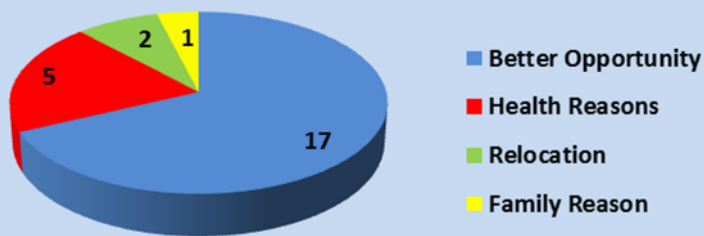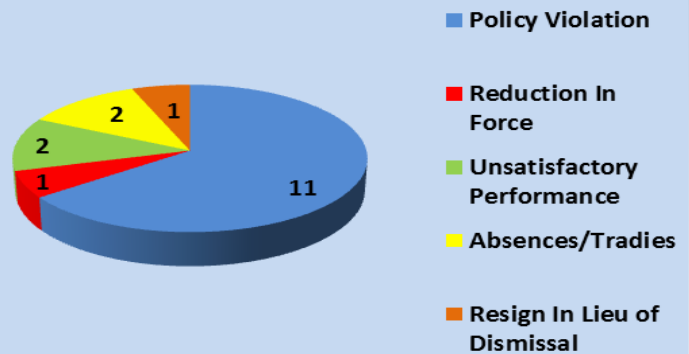
Voluntary Separation	
Better Opportunity	17
Health Reasons	5
Relocation	2
Family Reason	1

Involuntary Separation	
Policy Violation	11
Reduction In Force	1
Unsatisfactory Performance	2
Absences/Tardies	2
Resign In Lieu of Dismissal	1

# KPIs for Campus Services Administration (cont'd)

KPI - Monitor aging population of employees on an annual basis to prepare for long range staffing needs

Age of Employees
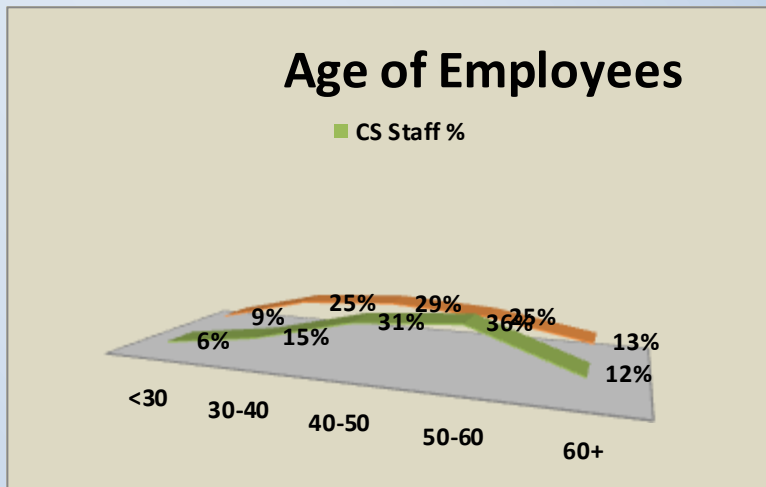
■ CS Staff %

Age Group	CS Staff %	Emory Staff %
<30	6%	9%
30-40	15%	25%
40-50	31%	29%
50-60	36%	25%
60+	12%	13%

KPI - Report sick leave used and costs associated with that use on a monthly basis.

In FY11, assuming an average annual salary, plus benefits, for a full-time employee is $30K/yr., the salaries paid out in sick leave equals 31.5 equivalent positions.

Sick Days Used Per Year

7632 (2010)
7041 (2011)
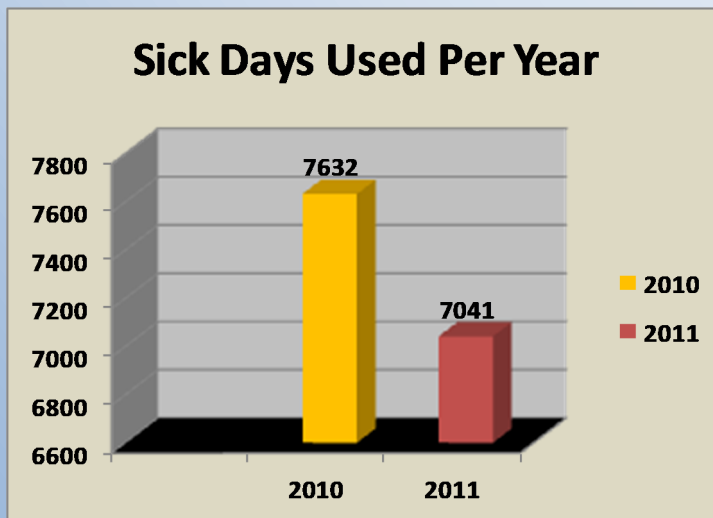
■ 2010
■ 2011

Days Per Year

Total Days	
2010	2011
7632	7041

Costs Per Year

$1,045,878 (2010)
$951,347 (2011)
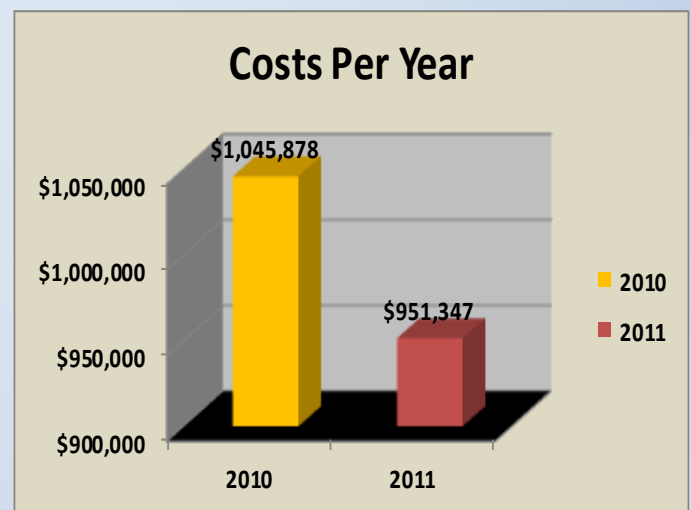
■ 2010
■ 2011

Costs Per Year

Cost	
2010	2011
$1,045,878	$951,347

KPIs for Planning Design and Construction

SUMMARY

Campus Services' Planning, Design & Construction (PD&C) seeks to evaluate departmental productivity levels at the Project Management level. A thorough investigation of financial and logistical data from Fiscal Year 2007 through the present Fiscal Year (FY) presented valuable data for understanding how the department's productivity has transitioned during that time frame.

A quick review of the Total Number of Projects per Fiscal Year immediately exhibits the fluctuation of work coming through the department each Fiscal Year. Further investigation of staff size and project dollar volumes assisted in verifying consistency in Project Management's average schedules and responsibilities from Fiscal Year 2007 to Fiscal Year 2011.
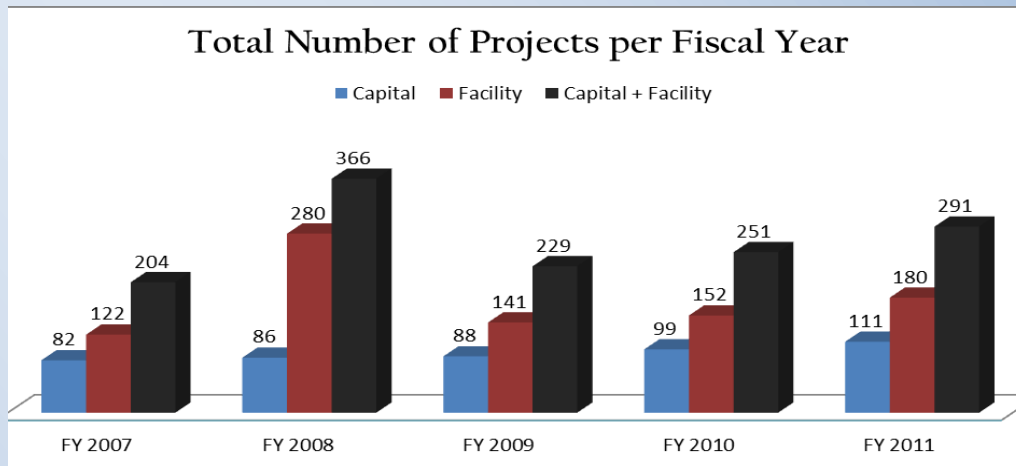
Project count includes Active and On-Hold projects in Planning, Design, Construction and Close Out phases.
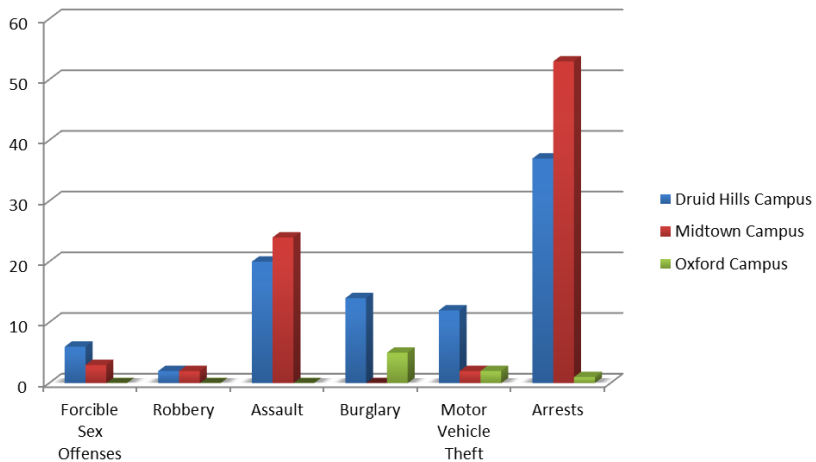
LEED CERTIFICATION

Amongst Higher-Education institutions, Emory has served as a trailblazer in sustainable building. The following graph represents all of Emory's LEED certified gross square footage as well as the certification level obtained by gross square footage. This data represents fifteen distinct buildings on campus.
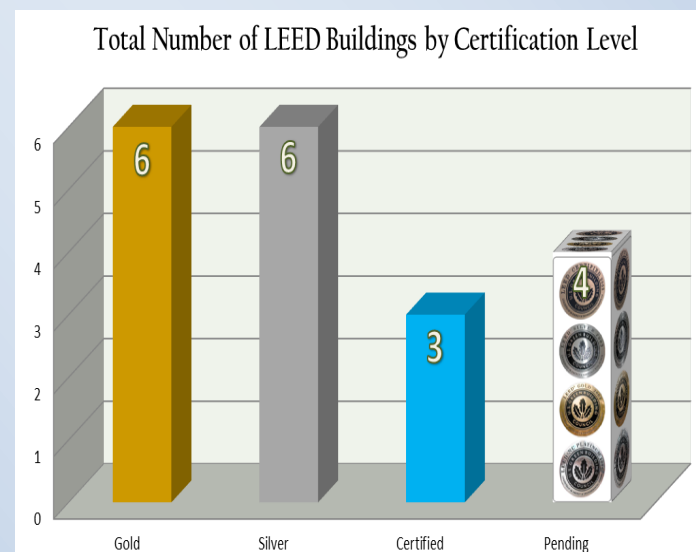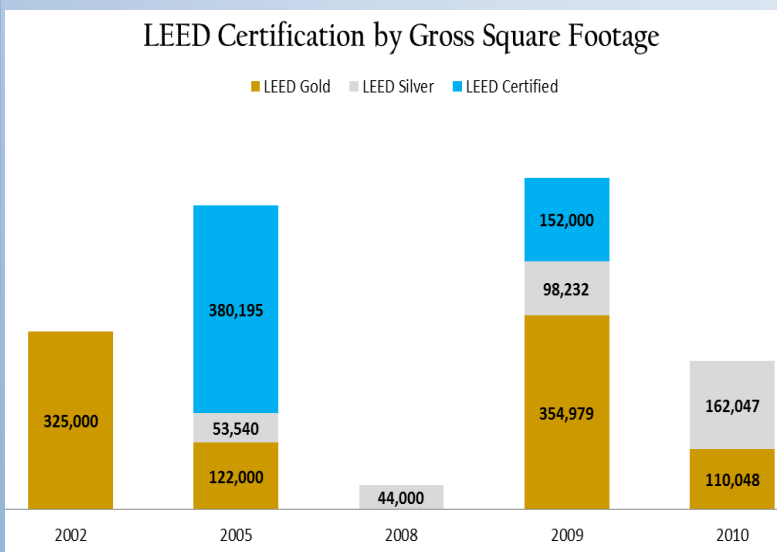
In addition to these awards, Emory has 473,367 GSF pending LEED Silver certification which account for four New Construction projects.
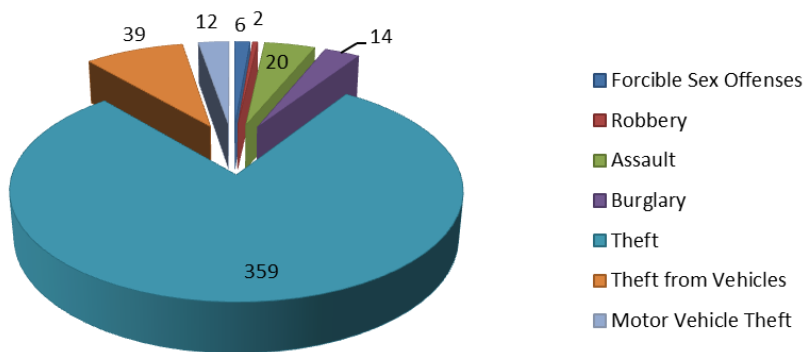
KPIs for Emory Police Department
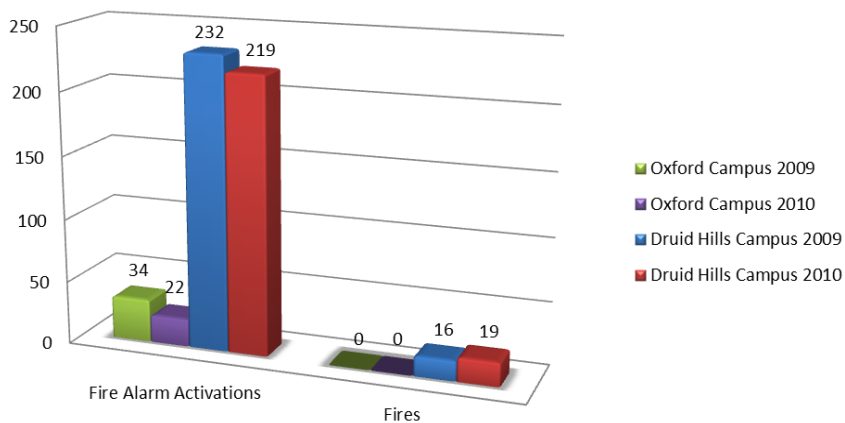
Campus Crime Comparison 2010

Legend:
- Druid Hills Campus
- Midtown Campus
- Oxford Campus

Categories: Forcible Sex Offenses, Robbery, Assault, Burglary, Motor Vehicle Theft, Arrests

*Note: Does not include general Theft Incidents

Druid Hills Campus Crime 2010

Values shown: 39, 12, 6, 2, 20, 14, 359

Legend:
- Forcible Sex Offenses
- Robbery
- Assault
- Burglary
- Theft
- Theft from Vehicles
- Motor Vehicle Theft

Fire Activity Campus Comparison

Fire Alarm Activations: 34, 22, 232, 219
Fires: 0, 0, 16, 19

Legend:
- Oxford Campus 2009
- Oxford Campus 2010
- Druid Hills Campus 2009
- Druid Hills Campus 2010

*Note: EPD does not respond to fire alarms on the Midtown Campus

*EPD data is collected on a calendar year basis. 2011 data is still being collected.

# KPIs for Transportation & Parking Services

Cliff Shuttle System

- The Cliff system operates more than 91,000 hours of shuttle service on 14 different routes. The system is open to all Emory employees and students as well as members of the general public.

- Over the entire system, Cliff carried more than 2.8 million passengers in FY2011 (9/1/2010-8/31/2011).

Cliff System Ridership FY2011
September 1, 2010-August 31, 2011
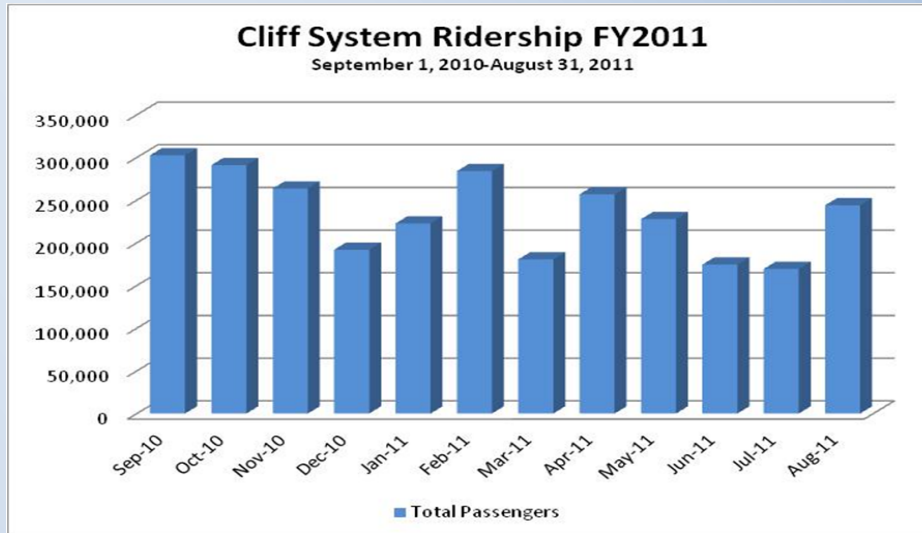
- Ridership is one important statistic tracked by a transit system; another is the number of passengers per service hour. Determining the number of passengers carried for each hour of service helps us track the efficiency of the service. Every year since FY2009, the Cliff system has not only increased ridership but has increased in efficiency as well.

	FY2009	FY2010	FY2011
Cliff Ridership	2,576,340	2,598,241	2,809,222
Hours of Service	98,371	88,543	87,280
Passengers/Hour	26.19	29.34	32.19

- The Cliff system is an important component of Emory's overall sustainability plan.

- In FY11, the number of pounds of greenhouse gas saved from entering the environment by commuters choosing Cliff for their commute to work/school was 727,257.60. This was an increase over FY10 of almost 12,000 pounds.
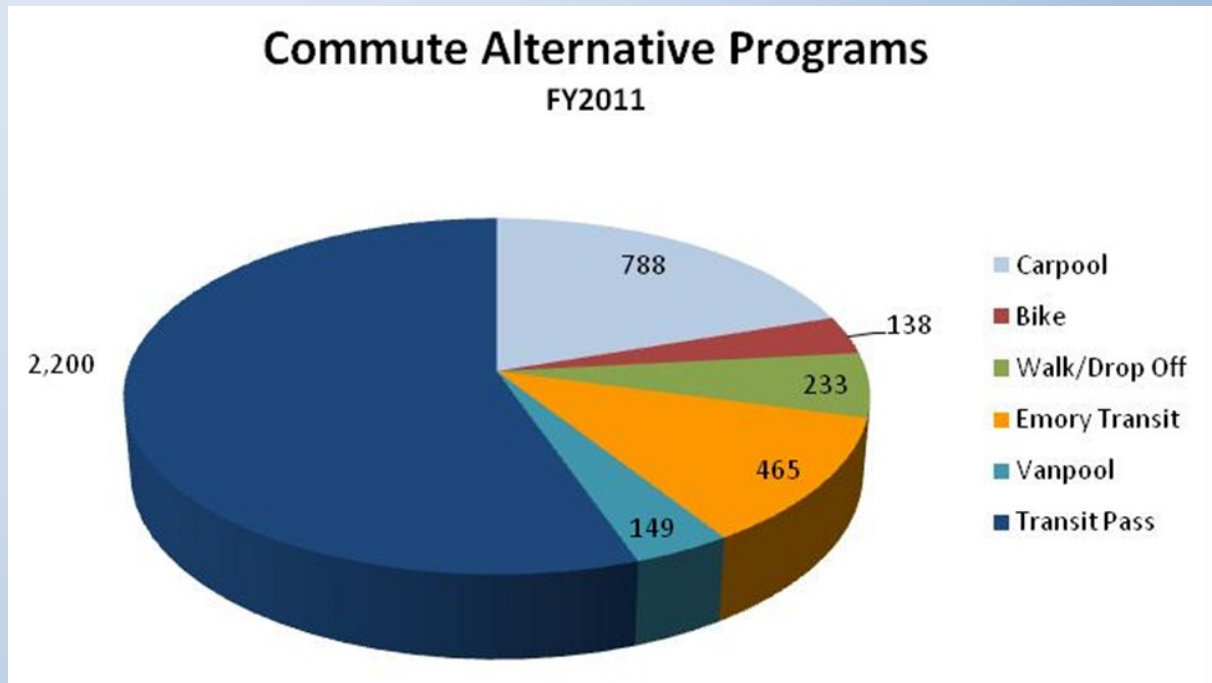

Estimated Greenhouse Gas Avoided by Commuter Cliff Service
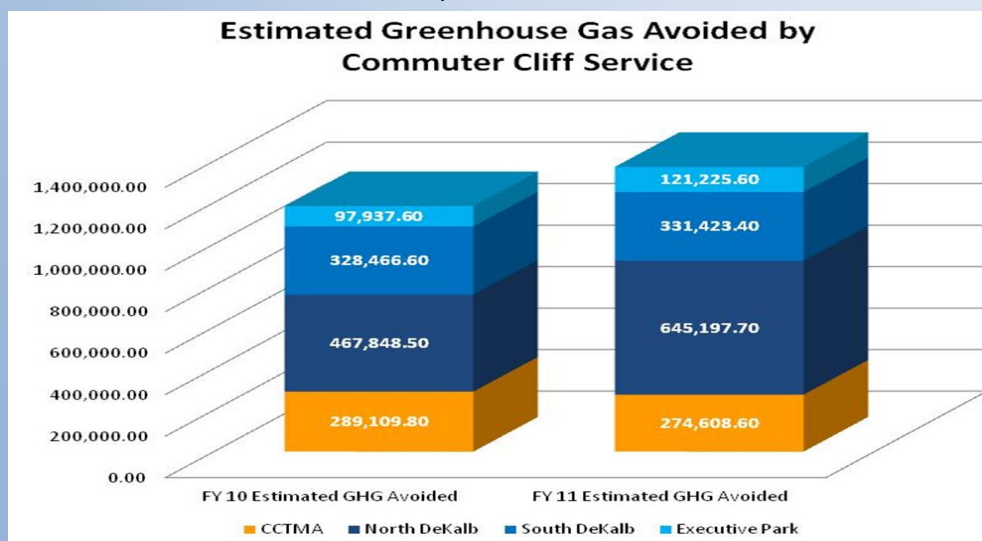
*assumes rider commuted to and from - counts as single round trip
1 mile driven = 1 pound of air pollution[1][2]
U.S. Department of Energy: Technical Guidelines Voluntary Reporting of Greenhouse Gases (1605 (b)) Program. (March 2006).
[2] U.S. Environmental protection Agency: Light-Duty Automotive Technology and Fuel Economy Trends: 1975 through 2007. (September 2007).

Commute Alternative Program

- Emory operates a variety of commute alternative programs in order to encourage employees and students to choose a greener commute. In FY2011 (September 1, 2010-August 31, 2011) 3,973 Emory employees participated in a commute alternative program.

Commute Alternative Programs
FY2011

- Carpool: 788
- Bike: 138
- Walk/Drop Off: 233
- Emory Transit: 465
- Vanpool: 149
- Transit Pass: 2,200

KPIs for University Architect

KPI measurements for FY2010 – 11

Over a year time period, what is the balance of planted and lost trees on the Emory Campus? This includes the Clairmont, Lullwater and Briarcliff locations. Trees can be planted by grounds for infill or donation purposes or by capital project construction as required for completion of the capital project landscaping. Trees can be lost by disease, storm, accident, or by new capital project site clearing.

FY11 Tree Counts for Emory Campus

Total Planted – 116
Total Lost – 106
Difference: 10 gained trees

Within Lullwater Park:

Total Planted – 50
Total Lost – 12
Difference: 38 gained trees