

Resource Planning & Management Quarterly Report

1st Quarter Report / FY 2009-2010

CPFM – Resource Planning & Management

654 Minnesota Street, 2nd Floor
San Francisco, CA 94107
Fax: 415/476-4012

Contact: Griselda Balanza

cpfm



University of California
San Francisco

*capital programs &
facilities management*

Table of Contents

I. Capital Project Accounting	2
Quarterly Accomplishments	2
Current Projects	2
II. Contract Services.....	3
Quarterly Accomplishments	3-4
Current Projects	3-4
III. Finance/Internal Controls/Utilities Accounting	4
Quarterly Accomplishments	4
Current Projects	4-5
IV. Human Resource Services.....	6
Quarterly Accomplishments	6
Current Projects	6
V. Information Services.....	7
Quarterly Accomplishments	7
Current Projects	7
VI. Purchasing Services/Payables/Inventory Warehouse.....	8
Quarterly Accomplishments – Purchasing	8
Current Projects – Purchasing	8
Quarterly Accomplishments – Payables	8-9
Current Projects – Payables	9
Quarterly Accomplishments – Inventory Warehouse	9
Current Projects – Inventory Warehouse	9
VII. RPM Director’s Office	10
Quarterly Accomplishments – Operations	10
Current Projects – Operations	10
Quarterly Accomplishments – Contracts Specialist	10
Current Projects – Contracts Specialist	10-11
 Exhibit A – RPM Customer Service Survey Results – June 2009	 12



I. Capital Project Accounting

Quarterly Accomplishments

- **Monthly School of Medicine Project Financial Reports:** CP Accounting has enhanced the Online Business System to provide the School of Medicine with daily project and financial status updates. We are hopeful that in the future this system will replace the need for the Quarterly Tracking Report which can be time consuming for the Accounting Team and the Project Management Team. A new version of the online business system is now available for department/client use upon request.
- **Automated Reconciliation Implementation:** 75% of Capital Projects reconciliations are now processed using the automated reconciliation tool. The tool is still being refined to address some of the larger projects as in the case of CVRB and IRM but overall the tool is very powerful in nature. The tool has allowed CP Accounting to streamline our reporting and work collaboratively with the Controller's Office to ensure expenditures are recorded in accordance to both GAAP and University policies.

Current Projects

- **Process Improvement: Interdepartmental Recharges (OAAIS, EH&S, UCSF PD) Capital Project Accounting** will implement a new process for OAAIS recharges. OAAIS will check with their financial staff before providing a go-ahead to our accounting team on the new process. This process will help to reduce the amount of project-related OAAIS recharge items posting to the Capital Programs Operating Account. The new process will also help to identify project related items and recharge the projects directly.
- **Externally Financed Draw Report Enhancement:** The Externally Financed Draw remains one of our most consistent and relentless challenges. The process requires the Capital Project Team to project monthly expenditures for approximately thirty projects which are funded by Commercial Paper. STIP earnings remind us that we must find a way to produce more accurate projections. The accounting team recently created a cash-flow tool which will be studied and further developed to help project expenditures for future reporting. We are also exploring other options in collaboration with the UCSF Budget Office and Controller's Office.
- **CPFM Individual Development Plan (IDP):** The Capital Project Accounting Team was recently selected as the Pilot team for the new CPFM IDP Program. In the next quarter we will collaborate with Human Resources to establish a three-year career plan for each analyst within the accounting team. The data gathered from the experience with our Team will help to facilitate the program to all other RPM units.
- **Capital Improvement Budget (CIB) Reconciliation:** CP Accounting is currently working with CPFM IT to enhance FM Track to allow for CIB coding of Capital Project expenditures. We believe this will solve many reporting needs including the need to reconcile all major projects (\$400K and above) to the CIB.



II. Contract Services

Quarterly Accomplishments

- Established “digital” signature procedures for Mini Form contracts requiring Maric’s signature to dramatically reduce the turn-around time for execution of these contracts from 7 to 3 days.
- Developed InfoPath forms for Professional Services Agreement (PSA) Authorizations/Amendments and Change Authorizations which are available to submit directly through SharePoint for processing by Contract Services staff. Rolled out the electronic submission of these forms (through SharePoint) to Contract Services staff and conducted training on how to submit Mini Form datasheets through SharePoint.
- Constructed a Design Build bidding package called *Request for Proposal (RFP)* for the Mission Bay Portable Utility Plant (PUP) Phase 2 project in two weeks, entailing: a reviewing of the performance specifications, preparing the RFP, coordinating the entire document for a complete package – all encompassed by the administrative process. Prior to this project, the template for Design Build required extensive revisions to capture recent changes from the Office of the President.
- Created an Executive Design Professional Agreement (EDPA) Version B template in Microsoft Word for Project Managers to use “on-line” to edit in preparing a contract to incorporate changes from the Office of the President and to better assist the Project Managers with electronic vs. hard copy edits. Conducted training in the new EDPA with Capital Programs staff.
- Revised the Prequalification document and process. The advertisement now includes a link to a new email address set up specifically for prequalification requests. In doing so, we are able to capture company information from the contractors and release the documents accordingly. We also streamlined the Prequalification Evaluation form used to document review of submittals to be more “user friendly”.
- Worked with Documents, Media & Mail (DMM) to establish new a (lower cost) solution for distribution of Bidding Documents to public Planrooms (see below). The new procedures will take effect in late October (2nd Quarter). It is anticipated that this change will result in a minimum cost savings of \$700 per project.

Current Projects

- Ongoing tracking in the preparation/processing of different contract types (inception to fully executed) in order to establish clear timelines and enable us to further refine processes in our ongoing efforts to save time and money.
- Developing a project schedule planning tool that captures contract’s deadlines and milestone events and makes clear the associated timelines.
- Update and revise data sheets for boiler preparation and other Contract Services forms. These forms need to be cleaner, using current technology to minimize duplication of information (from already existing forms or other sources), and provide more concise instructions and to collect more accurate and complete information in an effort to streamline process and reduce frustration.
- Continue to investigate ways in which to cut costs for printing. We currently provide complete sets of bidding documents to a number of Builders’ Exchanges and are investigating the possibilities of providing electronic copies only, or charging a fee for paper sets. There are many issues surrounding this effort - i.e. acceptable file formats for drawings, outreach efforts etc.
- Investigate possibilities of further streamlining our prequalification process. One idea is to advertise once a year (similar to Annual Announcement) for the “administrative” components - i.e. License/ Business



Info, Disciplinary Measures, False Claims, Bonding Capacity, Insurance - and maintain a database of contractors' eligible for projects up to varying dollar ranges. When we need to prequalify for a specific project, contractors would then only need to submit Construction Experience and Staffing and maybe certify (or somehow verify) that the information we have on file has not changed. This would minimize duplication of contractors' efforts as well as ours for review. The other component to this would be to enable electronic submission of these documents.

- Take paperless processes and digital signatures to the next level by obtaining approval to accept digital signatures on other contract types - PSA Authorizations, Amendments and Change Authorizations.

III. Finance/Internal Controls/Utilities Accounting

Quarterly Accomplishments

- Collaborated with the Medical Center to explain rate development methodologies and obtained approvals in a continued effort to establish strong relationships with campus customers.
- Developed a department *Business Process Quick Guide* and used it as a training tool to reinforce internal control, operations accountability, and improve communication (i.e., quick business guide includes appropriate codes to use, recharge rates, time reporting guidelines, definition and mechanics, etc.)
- Jointly re-engineered many processes with Purchasing/AP, IT, and Internal Controls in order to: achieve efficiency, speed up time from procurement to pay while improving accuracy of captured data such as discussions and agreements, revamped two way matching approval to pay up to \$100K for AP's supervisor: AP/ICDM, moved the recharge time from a paper-based approval process to electronic approval process, and completed 90% of the audit and clean up of telephone landlines for CPFM, resulting in over \$100K in savings and additionally reallocated lines charges to the appropriate departments for better budget control.
- 90% completion of the audit and clean up of CPFM landline phones in effort to reduce cost and achieve \$100K in savings.
- Moved the recharge time approval process from paper based approval to electronic approval.
- Fully resolved the chilled water reimbursement between the Medical Center and CPFM which has been an issue of contention for years.
- Jointly with FM, completed Phase I of the implementation of EnergyCap. This project is progressing and CPFM is on schedule with its Facility / Account tree structure, which is now established on the UCOP's EnergyCap Database.
- Working closely with CLS to finalize CPFM's new Department Code structure by September, in order to implement the new automated FAS lever reports.

Current Projects

- Formulate and revise the 09-10 budget submission to adapt to campus budget cuts, furloughs, etc.
- Completed the Facilities Management 09-10 budget submission to adapt to campus budget cuts, furloughs, etc., and completed the rate approval process.



-
- Continue to improve the internal processes to incrementally improve accuracy and efficiency throughout the administrative workflow by launching the project to start pre-auditing recharge time to improve accuracy of billing, FMTrack and Ledger data in 09-10.
 - Phase II of Energy Cap has begun to establish the link between CPFM, the Public utilities and the Controller's Office to facilitate Electronic Data Interchange bill payments and automated recharge process.
 - Working with the CPFM Energy Engineer Group to complete Phase II of the implementation of EnergyCap.
 - Working to finalize the signature authority for CPFM in order to better establish budgetary accountability.
 - Launch project to monitor the compliance level of the operations to the business guides (procedures, internal control rules etc.) to improve accuracy, accountability and training opportunities. In collaboration with the Operations Coordinator, we will review and reset access for all individuals with access to FMTrack and other CPFM critical databases.
 - Service Level Agreements - Drafting new Service Level Agreements with campus departments in order to clarify services, improve customer's ability to forecast their own program's expenses.
 - Working with leadership of Facilities Management to create a new dashboard-accessible report.



IV. Human Resource Services

Quarterly Accomplishments

- We initiated “Basic Computer” classes for our custodial and landscape employees. These classes provided professional instruction on how to use a PC, create and manage email accounts, and how to navigate the internet. The vast majority of participants had never used a PC. The feedback from the attendees was overwhelmingly positive. We also collaborated with the UCSF Medical Center to provide an eight-week English as a Second Language (ESL) class to custodial and landscape employees, at no cost to CPFM.
- Our payroll analyst audited and identified workers’ compensation and general liability charges that ABM Engineering posted incorrectly. Because of those efforts, she identified approximately \$250,000.00 in overcharges that ABM will now have to repay to CPFM Facilities Management.
- We received management approval to initiate the development of Individual Development Plans (IDPs) for a “pilot” group of RPM employees. Once the pilot is completed, IDPs will be developed for all CPFM employees.
- We presented workshops for CPFM “exempt” employees who are part of the “pilot” group for the new on-line time reporting and leave accrual system. All UCSF employees beginning in mid-2010 will use this on-line time keeping. Currently, exempt employees who only record leave time, instead of the actual hours worked, will only use the online system.

Current Projects

- Initiations of the custodial supervisor-training program that will include certificates of completion for participants.
- The initiation of Supportive Work Environment (SWE) workshops for all CPFM locations, with an emphasis on the Parnassus campus. Workshops will include guest speakers from throughout the UCSF campus community to speak on topics chosen by SWE focus groups.
- The initiation of department-wide manager and supervisor training programs in support of our balanced scorecard measures. These classes and programs will familiarize managers and supervisors with topics that include leave management, progressive discipline, job description development and workers’ compensation.
- Initiate cross-training opportunities within functional areas; and organize a “shadow days” program that will permit CPFM staff from various positions to be shadowed for a half-day periods.
- Initiate the process of updating all CPFM job descriptions based on a priority list that generated by the AVCs and Directors.



V. Information Services

Quarterly Accomplishments

- Delivered an automated reconciliation tool for the CPFM Capital Accounting team to standardize and speed up GL to FMTrack reconciliations. (Capital Accounting has adopted this as their primary mechanism for reconciling after significant testing.)
- Produced new web based reports for capital projects allowing capital accounting and project managers to view historical financial information for a project.
- Servers for the new GIS system have been purchased and configured. These servers were configured with a product called VMWare which allows multiple servers to be hosted within this one system.
- Implemented and tested lockdown codes within panels for the Pro-Watch security system. Lockdown is a process whereby a building or defined zone can be centrally locked down. In lockdown mode, Access Control doors will only allow access to defined emergency responders. Pro-Watch has not been capable of providing this essential function in a reliable fashion. After unsatisfactory lockdown tests (police personnel locked out and return to unlocked status taking too long), the Police Department requested that CPFM propose/develop a solution. A solution was made in which Chris Silva did thorough testing and then deployed this solution to all capable controllers. This enhancement was requested by the UCSF police department.
- Successfully implemented the “Change Request Prioritization Committee”. This committee allows IT and CPFM managers to prioritize the workload of that the Information Systems programming staff in regards to existing software development and maintenance.

Current Projects

- CPFM servers are scheduled to be moved into the Data Center in December. Space has been identified and routers are currently being tested.
- Implement new web based reports for FM management. These reports should provide information regarding building expenses, work order performance, labor performance, as well financials.
- Establish systems integration between PeopleSoft’s purchasing module and FMTrack so that the purchasing group can begin using PeopleSoft for all purchasing activities.
- Investigate mobile device technology for possible uses within FM and RPM. Potential applications include – labor tracking, work order management, preventive maintenance history, and inventory.



VI. Purchasing Services/Payables/Inventory Warehouse

A. Purchasing

Quarterly Accomplishments

- Purchasing, Payables and Inventory Warehouse closed-out FY-0809 with approximately \$1M in combined cost savings generated through negotiation, utilization of vendor agreements, taking advantage of early pay discounts and cost savings initiatives that capture and recover funds from payment errors and/or duplicate payments. For Q1 FY 0910 – our team has already generated approximately \$200k in combined savings or cost recovered.
- Process Improvement: Internal processes have been reviewed, re-designed and streamlined to accept P2P as the system of record. Various FMTrack system improvements, in collaboration with IS, have been implemented and continue to be refined.
- Purchasing is capturing appropriate NCA's for each specific commodity or service, on every requisition, ensuring accurate allocation of expenses on the CPFM financial statements.

Current Projects

- Various P2P Initiatives such as: Increase CPFM utilization of P2P ePro; conduct functional training for field requestors participating in P2P Special Request; piloting PO/Contract release feature in PeopleSoft 9.0; and implement utilization of the PeopleSoft for all CPFM related buys, as applicable.
- Pilot P-Card: CPFM is among a few departments to pilot P-card. P-Card is primarily aimed at facilitating emergency buys and facility buy transactions where only credit cards are accepted and PO's are not. Department role mapping and participation is currently underway.
- Working jointly with CPFM-Finance in reviewing pre-audit results and developing plans to address where errors occur, why they are occurring, and determining appropriate course of action to correct.
- Implementing the Connexus program to CPFM staff and provided "agents" training. We will roll out Connexus program to all staff as an employee benefit.

B. Payables

Quarterly Accomplishments

- Completed roll-out and implementation of procedural updates wherein invoices valued under \$100K are no longer routed to Supervisors/Managers for approval, provided the 2/3-way matching is confirmed through the A/P validation process. This process change along with the Flat-File procedure resulted in time savings of approximately 45% staff effort and allowed Payables to pursue the early pay discount.
- Cost recovery reporting for 1Q-0910 reports credits and discounts of \$59,050; \$18,755 for CP and \$40,296 for FM. Ongoing reporting of cost recovery on a monthly basis.
- Involving cash management via STIP (Short Term Investment Pool), in collaboration with CPFM-Finance and Purchasing, we are now managing STIP and working with select vendors in managing the pay cycle.
- Flat File project remains successful; 1871 vouchers assigned between July and end of September resulting in early pay discounts, enhanced vendor relationship and fewer staff time needed to process an invoice.



Current Projects

- Outreach to FM, CP, and RPM staff to reintroduce and inform field staff on Payables process.
- Identify target vendors/commodity items whereby invoices with multiple line items can be processed as one line item (or one lot) in Flat File, thereby eliminating time spent entering line item data in FMTrack.

C. Inventory Warehouse

Quarterly Accomplishments

- Implemented and rolled-out an updated Material Tag (MT) that is more user friendly (i.e., provides work order assistance/guide. In addition to providing a new image, the new MT aligns with FMTrack requirements for bill of sale.
- Completed the annual Physical Inventory (PI) with outstanding accuracy improvements as follows:
 - improved LIA (line item accuracy) of complete stock for the year from 88% to 92%
 - improved LIA on stock items above \$100, from 70% to 99%
 - improved LIA on stock items of \$50 to \$100, from 65% to 98%
 - improved the variance % of all stock from +5.45% to -.05%
 - improved all Lockshop stock on hand from 12% to 99%
 - improved the variance % of Lockshop Stock from +1056% to +.61%
- Lighting Recycling Program (LAMP): Implementation of recycling program to properly dispose collected bulbs/lamps via approved providers and contribute towards meeting the overall recycling goal of 100% of purchased bulbs through the recycling program.
- Fleet Management Services: Worked with FM/RPM Operations in the disposal and sale of old end-of-life vehicles, and pursue resolution of accidents and insurance related claims. Established blanket agreements with local vendors providing lower rates for vehicle maintenance and related body repairs in an effort to achieve cost savings.

Current Projects

- Evaluate feasibility of WMS (Warehouse Management System) aimed at reducing inventory costs and increase operational efficiency.
- Create a Virtual Catalog (MRO Inventory) to serve as an Inventory Warehouse marketing catalog and as serve a visual aid for both current and future customers.
- Inventory Control Process: Create centralized inventory control process for items such as certain belts, motor filters, and special need items for engineers/crafts previously managed by the engineers.



VII. RPM Director's Office

A. Operations

Quarterly Accomplishments

- Facilitated the completion and timely submission of 4 Management Corrective Actions (MCA's) related to 2 departmental audits.
- Coordinated the 08-09 Balanced Scorecard planning at the RPM unit level, and worked with measure owners and champions to ensure completion of targets. Out of 11 measures, 8 were met at Target.
- Collaborated with Finance and worked on the audit and clean up of telephone landlines for CPFM. With 90% project completion thus far, over \$100K in savings were garnered for CPFM.
- Completed audit and clean up of data for WebLinks and PeopleSoft systems to ensure that user access is current and appropriate for departmental roles and responsibilities.
- Worked with consultant Valerie Weller to ensure completion of updated RPM staff job description project.
- In collaboration with the Finance Group, completed the review of individual's access to CPFM critical databases and implemented guidelines in August 2009.
- Finalized and implemented the new CPFM Employee of the Month Program.

Current Projects

- 09/10 RPM Balanced Scorecard

B. Contracts Specialist

Quarterly Accomplishments

- Developed a mini-form blanket for interior painting work. Issued blanket contracts to seven (7) painting contractors, each with a term of 6 months not to exceed \$25K. Facilities managers are now able to issue and sign work authorizations not to exceed \$2,500 against each blanket contract.
- Took UCOP's revised Executive Design Professional Agreement (EDPA) template and created a UCSF EDPA Version B template as it relates to UCSF Operations for UCSF Capital Programs. The same was also finished for EDPA Blanket version.
- Developed and established a "Best Value" package consisting of a questionnaire and evaluation form template, bid opening procedures, and a matrix to track all Best Value projects, to provide data relating to the best value pilot program per Senate Bill SB 667.

Current Projects

- Developing a Job Order Contracting Work Plan with Craig Peterson, Associate Director Capital Programs in an on-going effort to develop more efficient methods of contracting. This project may be put on hold due to resources.
- Conducting a "Best Value" survey with contractors to obtain feedback on UCSF using the Best Value Selection Method while also collecting data to support UCSF's position in order to determine whether or



not we are attracting high quality contractors by utilizing “Best Value” and to learn the pros and cons from the contracting community.

- Updating contract language and Division 1 Specifications to include: LEED/Sustainability requirements, Silica requirements, BIM, number of operations and maintenance manuals to submit, ceiling access, liability issues with RCDD, etc. Also, we will change the article format to Division 1 to conform to the new CSI Format.
- Developing prequalification documents and procedures so that contractors are prequalified for a length of time for certain types of projects. Bidders would not have to continually provide the same information over and over for each project’s prequalification.



Exhibit A – RPM Customer Service Survey Results / June 2009

Resource Planning & Management (RPM) Units	Combined CPFM Overall Satisfaction	Combined CPFM Delivers Quality Products & Services	CP Segment Overall Satisfaction	CP Segment Delivers Quality Products & Services	FM Segment Overall Satisfaction	FM Segment Delivers Quality Products & Services
Capital Project Accounting	3.88	3.86	4.67	4.67	3.20	3.16
Contract Services	4.06	4.07	4.52	4.52	3.70	3.72
Finance	3.91	3.96	4.48	4.52	3.50	3.62
Human Resource Services	3.66	3.67	4.60	4.60	3.50	3.46
Information Systems	4.15	4.10	4.38	4.30	3.91	3.94
Payables	3.95	3.88	4.60	4.57	3.93	3.77
Purchasing / Inventory WH	3.97	3.88	4.09	4.09	3.97	3.86
RPM Average Score 08/09	3.94	3.92	4.48	4.47	3.67	3.65
RPM Balanced Scorecard Goals for FY 08/09:	Threshold: 3.79 Target: 3.85 Stretch: 3.91					
RPM Balanced Scorecard Goals for FY 09/10:	Threshold: 3.92 Target: 4.00 Stretch: 4.04					

