

STRATEGIC PLAN

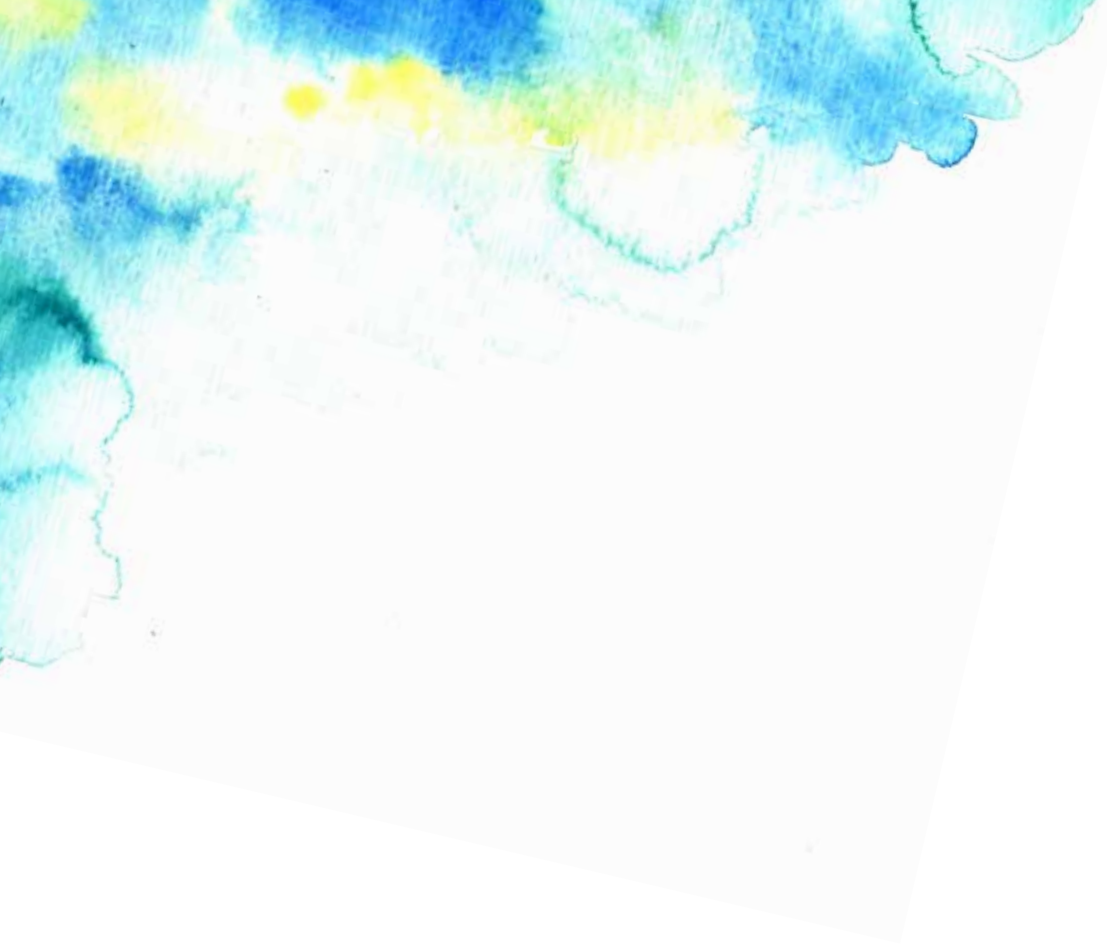
2014-2015



UNION | WELL | INC
SACRAMENTO STATE



SACRAMENTO STATE
DIVISION OF STUDENT AFFAIRS



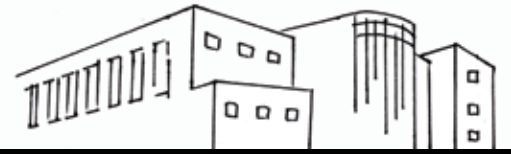


TABLE OF CONTENTS

5 **INTRO/UNION-WELL, INC. VISION**

7 **BELIEFS & VALUES**

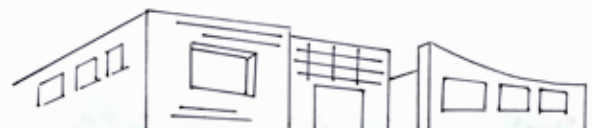
8 **STRATEGIC PLANNING FOUNDATIONS**

11 **UNION WELL INC.**

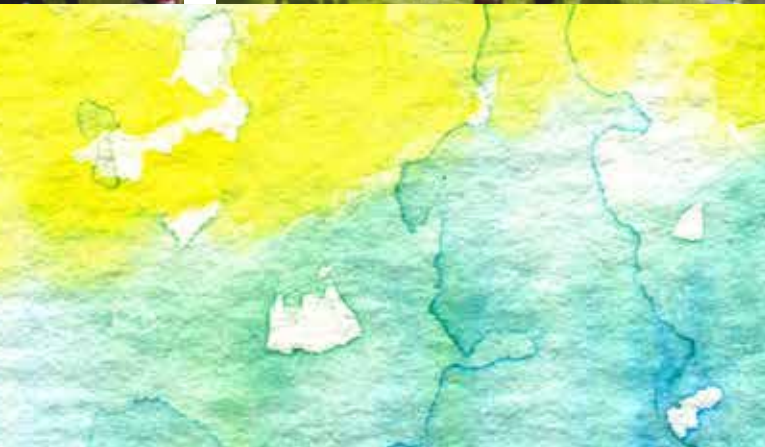
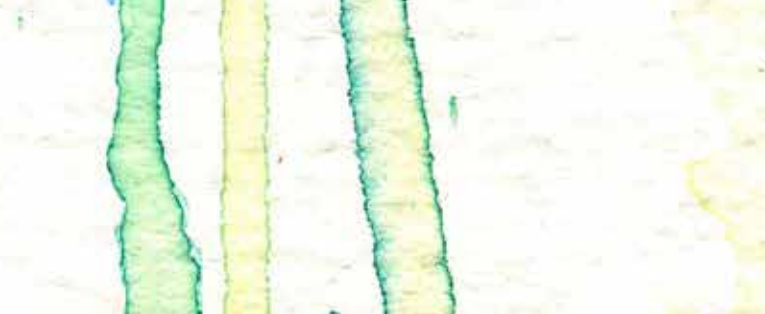
14 **UNIVERSITY UNION**

22 **THE WELL**

28 **FACILITIES & ADMINISTRATION**







UNION WELL INC. SHARED VISION

The University Union and the WELL will be the centerpiece and campus home for the students, faculty, staff, and alumni of Sacramento State. The Union and the WELL will be the center of campus life and will actively promote school spirit and pride. As an integral part of the educational process, these facilities will enhance student development through involvement and interaction with the campus and surrounding communities by providing superior programs and services. We will be sensitive to the needs and exceed the expectations of our diverse community. We will be recognized on regional and national levels as leaders in the fields of Unions, Recreation Wellness Centers and programs.

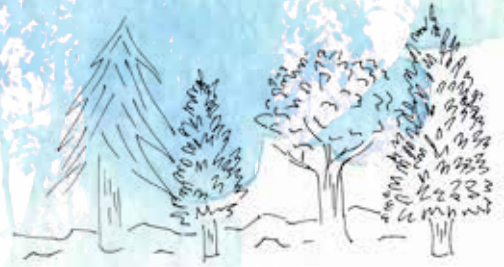
CORPORATE MISSION STATEMENT

The University Union and the WELL exist for the benefit of students, offering welcoming environments where students, faculty, staff, alumni, and the greater community participate in campus life. The programs, services and facilities foster personal growth, encourage social interaction and help students develop leadership skills. This involvement leads to memorable experiences and builds a community that cultivates enduring commitment, pride, and loyalty to the University.

WELL MISSION STATEMENT

Lifetime wellness through collaboration, education, and innovation.





BELIEFS & VALUES

INTEGRITY

We believe that honesty and principled action are the foundations of our professional and personal lives.

RESPECT

We are committed to actions of inclusiveness as well as appreciating and celebrating our diversity and differences, which leads to a unified Sac State community.

TEAMWORK

We believe in collaboration, with each person cooperating and contributing to the highest level of his/her capabilities.

SAFETY

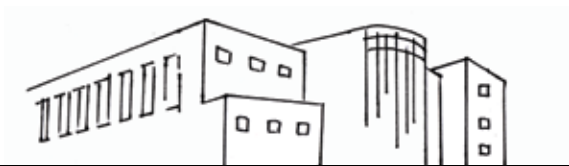
We are committed to providing a safe, clean and welcoming environment at the University Union. The Union is a place where people can try new things, engage in new activities, and exchange ideas without feeling threatened or uncomfortable.

EXCELLENCE

We are committed to the pursuit of excellence in everything we do while enhancing the learning process through experience.

INNOVATION

We encourage and promote creativity, risk taking, and innovative problem solving. We are open to change and view challenges as opportunities for growth.



STRATEGIC PLANNING FOUNDATIONS

ABOVE ALL ELSE

Serve students and the rest of the Sacramento State campus community.

GENERAL

- 1 Embrace and practice Union WELL Inc. beliefs, values, and goals while living the Union WELL Inc. and building missions.
- 2 Provide exceptional customer service, exceed expectations.
- 3 Complete routine assessment/evaluation of employees, programs, and service offerings.
- 4 Provide an environmentally aware and safe environment.
- 5 Provide innovative and dynamic programs, services, and events to our diverse campus community.
- 6 Follow industry best practices and standards.
- 7 Provide full-time staff with direction and opportunities for organizational input and professional development.
- 8 Maintain optimum staffing levels for full and part-time student positions, based upon needs and fiscal ability.

COLLABORATION & CORPORATE RELATIONSHIPS

- 9 Create and manage relationships/partnerships with various external and internal campus organizations in order to strengthen Union WELL Inc. as a whole.
- 10 Work and collaborate with internal departments (Maintenance, Design, and Information Technology Services) on projects and routine tasks on an ongoing basis.
- 11 Encourage positive collaboration between all units: University Union, The WELL, Administration and Facilities, and Union WELL Inc. Corporate.
- 12 Follow direction and recommendations for the Union WELL Inc. Board of Directors and Advisory Groups.

POLICIES & FINANCIAL

- 13 Operate corporation and individual units in a fiscally responsible manner.
- 14 Cooperate with annual/routine audits as required and maintain proper records as mandated.
- 15 Exercise financial controls and sound management using acceptable business practices, maximize generated revenue production, and maintain appropriate reserve levels while prudently monitoring all expenditures of the corporation.
- 16 Develop, implement, and manage compliance guidelines at Union WELL Inc. and ensure that they remain consistent with the policies and procedures of the campus.
- 17 Maximize the utilization of Union WELL Inc. resources ensuring appropriate use and protection of student fee dollars.
- 18 Adhere to University, Trustee, and State policy.
- 19 Review, enforce, and continue to develop internal policies for the corporation and individual units as needed.

FACILITIES

- 20 Maintain clean facilities. Throughout all buildings and departments, provide the best aesthetic possible.
- 21 Operate all facilities to provide a safe and secure environment for the campus community and guests.
- 22 Follow state, local, and university risk management policies and safety guidelines throughout all facilities.
- 23 Work together to provide up-to-date electronic information throughout the corporation, including updated websites, digital signage, and digital communication.
- 24 Perform preventative maintenance tasks on equipment items according to their proper schedule.
- 25 Perform emergency repairs when needed in the fastest possible time frame.
- 26 Provide quality meeting, event, and informal space use for the campus community.
- 27 Provide quality facilities and recreation space for use of members of The WELL.

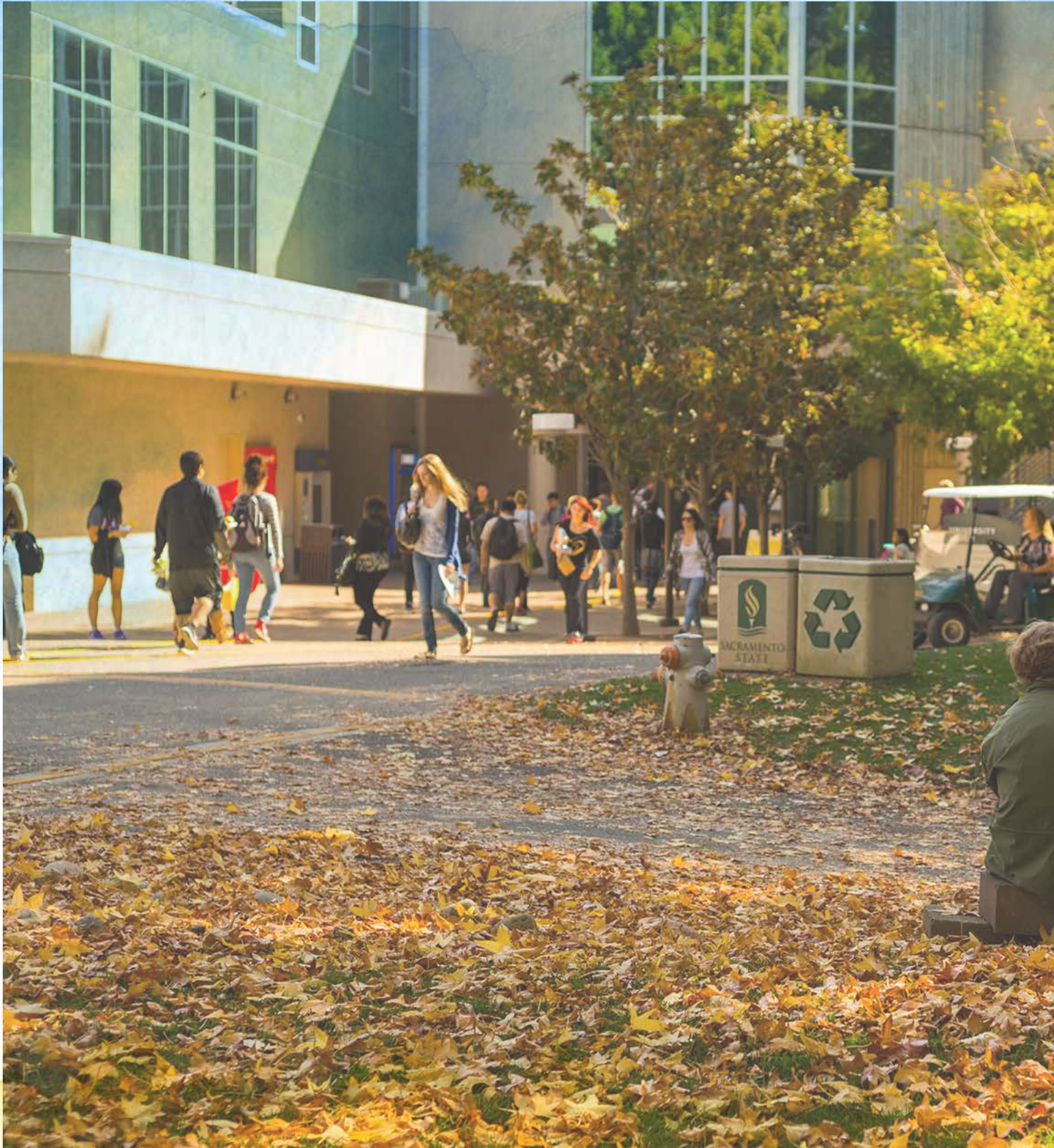
STUDENT FOCUSED

- 28 Provide opportunities for professional development and educational growth for student assistants.
- 29 Enhance students' interpersonal, leadership and critical thinking skills; develop nurturing and supportive networks; help prepare students for active citizenship beyond the collegiate experience.
- 30 Conduct comprehensive student assistant training which features the following core areas: customer service, building operations, safety and risk management, crisis management, diversity, programming, and communication.

TECHNOLOGY

- 31 Provide cutting edge and innovative technology offerings throughout all facilities through programs, services, and online/electronically.
- 32 Provide and maintain cutting edge equipment throughout all facilities and services.







UNION WELL INC.

IN THIS SECTION

- > CORPORATION
- > GOALS
- > INITIATIVES
- > PROJECT LIST

KEY

CORP Corporation





UNION WELL INC.

GOAL 1

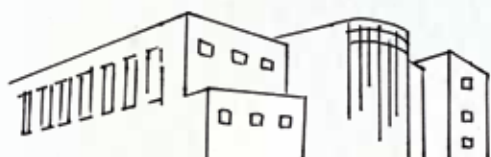
Support organizational activities to enhance Union WELL Inc. service to the campus community.

INITIATIVE 1 [CORP]: Create a long-term expansion and funding model for the expansion of the Union and the WELL buildings.

INITIATIVE 2 [CORP]: Review business practices, for more effective service to the corporation and the campus community.

2014-2015 PROJECT LIST

- 1 Develop a new alternative consultation process.
- 2 Develop a funding model for the expansion of both the Union and the WELL facilities.
- 3 Begin program planning for expansion projects.
- 4 Conduct an RFP for banking services (carried over from 2013-2014).
- 5 Create a new reserve policy.



UNIVERSITY UNION

IN THIS SECTION

- > ADMINISTRATION
- > EVENT SERVICES
- > OPERATIONS
- > PROGRAMS & MARKETING
- > UNION

KEY

ADMIN Administration

ES Event Services

OPS Operations

P&M Programs & Marketing

U Union







UNIVERSITY UNION

GOAL 1

Enriching Customer/Staff Relationships: Create special, welcoming, and satisfying interactive experiences between customers and staff that result in unsurpassed dedication and loyalty to the Union as the most approachable place on campus to get help and support.

INITIATIVE 1 [Admin]: Create personal interactive opportunities between Union management staff and customers to develop a stronger rapport.

INITIATIVE 2 [Admin]: Establish additional, effective ways of reviewing and addressing areas of suggestion, improvement, or concern about our customer service.

INITIATIVE 3 [U and ES]: Cross-train Event Reservations and Event Operations staffs for greater communication, knowledge, and quality control between units in providing customer service.

INITIATIVE 4 [U and ES]: Update and expand Event Services staff organizational tools and resources for greater consistency, accuracy, and responsiveness, to meet customers' reservations and set-up needs.

INITIATIVE 5 [U and OPS]: Acknowledge and celebrate staff accomplishments, such as assisting in emergencies, filling last minute requests, going above and beyond the call of duty, providing valuable input or idea(s), and/or a positive upbeat attitude toward work and customer service to foster a greater sense of employee ownership in the Union's success.

INITIATIVE 6 [U and OPS]: Create opportunities for employees to participate and contribute to the campus and the community as representatives of the University Union, to expand our sphere of influence and build on our reputation as a campus partner.

INITIATIVE 7 [U and P&M]: Provide cutting-edge, student-friendly methods of acquiring information about the Union and its services for interested users, to improve their experiences.

INITIATIVE 8 [U and P&M]: Expand formal assessment of customers' satisfaction with what the Union provides and their interactions with staff, to identify areas of desired enhancements and needed improvement.

GOAL 2

Enhance Programs and Services: Provide relevant, robust programs and services for our customers that consistently exceed their expectations and encourage them to utilize the Union as an essential destination, with offerings that are integral to a vibrant campus life.

INITIATIVE 1 [U AND Admin]: Provide networking and professional development opportunities for all units, to inspire new ideas and remain in the forefront of college union service and program offerings.

INITIATIVE 2 [U AND Admin]: Develop a comprehensive 5-year plan for the whole Union, in response to developments in our facility expansion and the campus Master Plan, to maximize resources, minimize disruptions, and actively anticipate changes in campus culture.

INITIATIVE 3 [U AND ES]: Continue to modernize the Union's aging event set-up equipment and technology and expand inventory to satisfy the needs of our current end-users and also generate additional customer demand for our facilities.

INITIATIVE 4 [U AND ES]: Develop improvements and alternatives to the current scheduling system process that are more cutting-edge and flexible.

INITIATIVE 5 [U AND OPS]: Assess and adjust hours of operation, coverage levels, and offerings within each department with greater frequency, based on class schedule trends and better building traffic statistics, to better meet customer usage needs.

INITIATIVE 6 [U AND OPS]: Establish customer appreciation program(s) that reward frequent use of our services. For example, attendance at our events, compliance with policies and procedures and demonstrations of campus pride, to encourage positive behavior and enhance the building's climate as a campus center.

INITIATIVE 7 [U AND P&M]: Play a larger role in supporting campus events with co-sponsorship involvement and marketing opportunities in the building, in order to stay connected and relevant to our constituencies.

INITIATIVE 8 [U AND P&M]: Expand the reach and profile of the Union's current programs and service offerings, through venue enhancements, innovative marketing, and workflow improvements, to increase utilization.

2014–2015 PROJECT LIST

UNION ADMINISTRATION

- 1 Implement “Meet the Union Staff” and “Meet the Union Director” programs.
- 2 Regularly schedule team-building opportunities that include the entire unit, in order to strengthen communication and problem-solving skills, for greater customer service.
- 3 Establish a volunteer position akin to a public advocate or ombudsman.
- 4 Actively work with Union Management Team to determine the best resources for employee networking and professional training.
- 5 Increase Director’s professional association involvement, as time and budget allow.
- 6 Establish a management-level position for the Reservations side of Event Services to provide additional daily oversight, assistance, and quality assurance (if budget permits).
- 7 Meet with various Union-housed offices and other constituencies to plan for future space allocation, programs, and services.

EVENT SERVICES

- 1 Develop a cross-training program between Event Reservations staff and Event Operations staff that includes a ½ day “classroom” training as well as job shadowing.
- 2 Work with Operations and Programs staffs to develop a greater awareness between all units of their varying challenges and needs.
- 3 Update and expand the current Student Scheduling Assistant manual and create a comprehensive procedure manual for the Event Services Office for greater consistency in meeting customer needs.
- 4 Research and implement a solution that allows all staff to access real time event equipment data to allow for a more informed approach for completing reservations and physical setups in meeting customer needs.
- 5 Implement more advanced asset protection/inventory system to better track equipment status.
- 6 Replace or repair aging Ballroom stage drape (as budget permits).
- 7 Replace aging dance floors (as budget permits).
- 8 Replace aging coat racks (as budget permits).
- 9 Replace aging dual-height stages (as budget permits).
- 10 Add 4 wireless microphone sets to our insufficient inventory.
- 11 Replace aging banquet chairs (as budget permits).
- 12 Replace green fabric chairs (as budget permits).
- 13 Add 4 more video projectors to our insufficient inventory.
- 14 Replace 4 aging SP Control Panels.
- 15 Add aluminum tripod easels to our insufficient inventory.
- 16 Add table skirts to our insufficient inventory.
- 17 Travel to another campus as a team to meet with their event staff to gain fresh perspectives, share knowledge of best practices, and generate new ideas.
- 18 Investigate/develop a plan for the eventual ballroom sound replacement of current legacy system.
- 19 Retrofit additional rooms for flat screens (vs. projectors).
- 20 Finish replacing remainder of carpeting: Hinde, Forest, Orchard, Valley, Ballroom.
- 21 Test digital meeting rooms signage solution for eventual implementation.
- 22 Upgrade room lighting in smaller rooms to allow more control.
- 23 Purchase additional scissor lift to address current conflicts that sometimes arise due to almost constant need for sharing between departments (as budget permits).
- 24 Significantly increase the information content and customer interface through the new Union website.
- 25 Review the scheduling relationship with SOAL and Campus Space Management to determine and implement improvements in scheduling student groups in alternative locations.



OPERATIONS

- 1 Develop system for employees to be rewarded for receiving an acknowledgement from their supervisor or directly from a customer.
- 2 Increase Building Supervisor coverage throughout the entire day.
- 3 Create a database for usage statistics storage, retrieval, and comparison.
- 4 Add a customer self-serve tablet or iPad for Regional Transit (RT) trip planning, secured to RT display area to better serve RT riders.
- 5 Purchase a foosball table for the Games Room.
- 6 Revamp flashback area in Games Room to convert into a Nintendo Zone to offer popular classic games such as Zelda, Mario Kart, Smash Brothers, Donkey Kong, etc.
- 7 Update the branding in the Games Room with new wall décor, brochures, business cards, etc.
- 8 Add a built in white board for the table tennis area and for tournament needs.
- 9 Add an audio book library to the Terminal Lounge.
- 10 Attempt to establish a USPS drop- off/pick-up location in the building.
- 11 Purchase furniture for 2nd floor balcony.
- 12 Purchase additional rolling chairs for lounge spaces (as budget permits).
- 13 Establish a "Welcome Back" event (similar to our Causeway Classic promotion, small and sweet) for the spring semester so that students feel welcomed upon entering the building and have an additional opportunity to learn about Union services and offerings.
- 14 Acknowledge graduates throughout the building during finals week.
- 15 Work with SOAL's clubs and organizations of special interest, cultures and religion to display holidays and celebrations/traditions.



PROGRAMS & MARKETING

- 1 Actively study the usage and other analytics of our website update, keeping it useful, relevant, and as problem-free as possible.
- 2 Develop assessment tools for the Union website and Campus Calendar.
- 3 Work with various units to research and develop additional assessment tools.
- 4 Re-evaluate, on a semester basis, the offerings of The Lab and pricing.
- 5 Add a second/third Student Organization & Department screen(s).
- 6 Strengthen our student employee involvement in planning campus events (Homecoming, Hornet WOW, etc.) and encourage them to support our own University Union sponsored events.
- 7 Play a larger role in supporting campus events, such as Hornet WOW (will serve as marketing sub-committee chair for 2014) and Future Hornet Day.
- 8 Support the Student Engagement and Success strategic plan by encouraging student engagement and helping to increase collaboration between departments and cross-promotion between groups.
- 9 Strive to maximize attendance and increase financial efficiency of the program by continuing to reach out to new campus partners, including departments and student groups.
- 10 Further explore marketing capabilities and analytics of Eventbrite, in hopes of utilizing the site for all UNIQUE events and potentially other Union events.
- 11 Strengthen relationships with other art galleries, on and off-campus, in an effort to cross-promote exhibitions.
- 12 Work with Design in creating a Gallery e-mail list.
- 13 Revisit all current and future marketing materials for all departments, checking for consistency in promoting the new Union URL- www.theuniversityunion.com.
- 14 Identify learning opportunities to enhance social networking and marketing skills, including reaching out to other college campuses.
- 15 Replace outdated, insufficient Gallery lighting.
- 16 Purchase proper storage for storing art in Gallery storage and archiving internal projects.
- 17 Create storefront signage for The Lab express.
- 18 Further utilize “old Gallery” space for display of special exhibits and upcoming improvements/construction.
- 19 Properly frame permanent art pieces and systemize the rotation of our permanent art collection.
- 20 Hire and train Print Manager student assistants for the Union Services front desk to replace the student receptionists.
- 21 Research professional development opportunities by participating in seminars, lectures, and conferences (examples include MacWorld and the HOW Conference).
- 22 Study a permanent building signage solution (could be akin to the Intramurals Hall of Fame), with braille element.
- 23 Identify and coordinate a tour of a major non-college campus venue (Sleep Train Arena or the Sacramento Convention Center) and discuss challenges and idea with staff members, in an effort to improve our own event operations.
- 24 Review and revise the previous “Street Team” approach to marketing and promoting UNIQUE events.





THE WELL

IN THIS SECTION

- > ADMINISTRATION
- > FITNESS
- > FACILITIES & INFORMAL RECREATION
- > INTRAMURALS, STUDENT STAFF DEVELOPMENT, AND ASSESSMENT
- > MEMBER SERVICES

KEY

ADMIN Administration

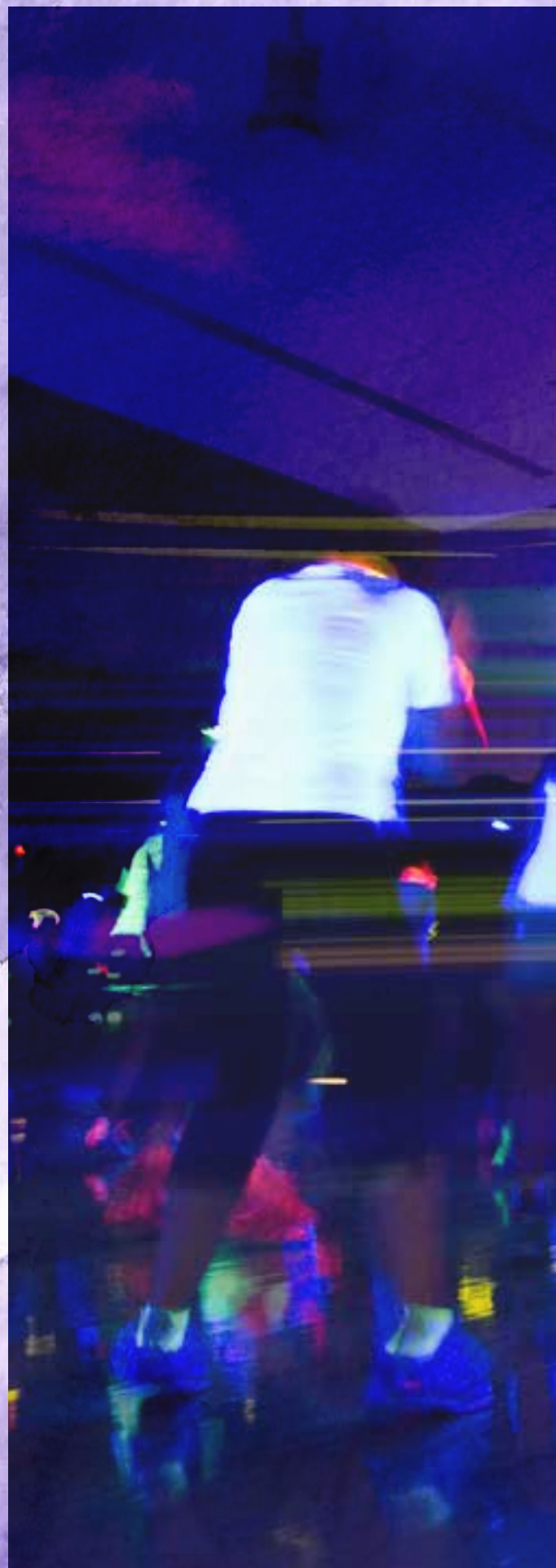
Fit Fitness

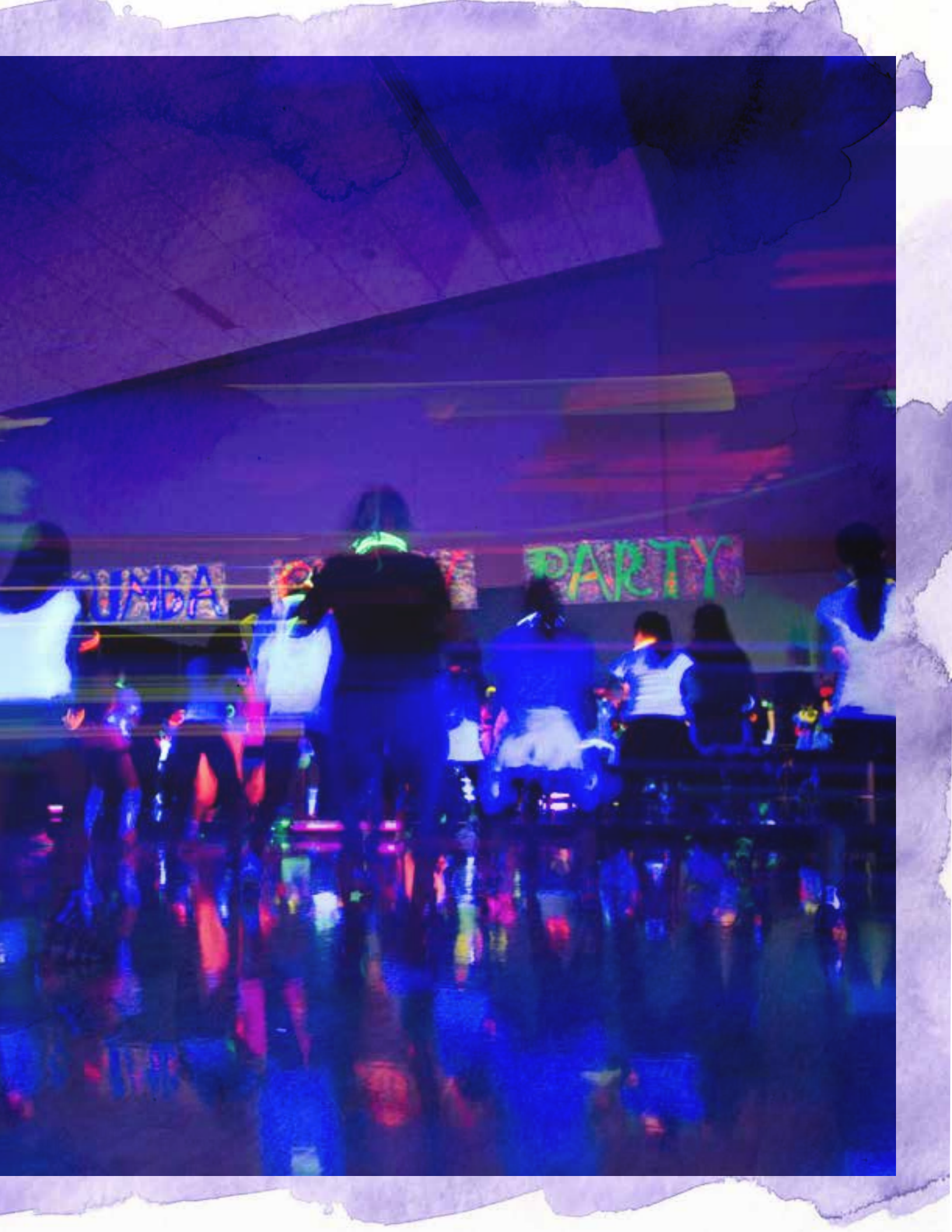
FIR Facilities and Informal Recreation

ISDA Intramurals, Student Staff Development, and Assessment

MS Member Services

W WELL





THE WELL

GOAL 1

Expand Membership Base: Capture those students who don't utilize the WELL in order to expand our services to a wider demographic.

INITIATIVE 1 [W AND ADMIN]: Create a sustainable Inclusive Recreation program for the WELL, in order to provide more services to students with disabilities.

INITIATIVE 2 [W AND ADMIN]: Meet with several different campus departments to explore partnerships that will help the WELL staff diversify programming.

INITIATIVE 3 [W AND Fit]: Encourage new students to get involved with Group Fitness, which will contribute to their healthy lifestyle.

INITIATIVE 4 [W AND Fit]: Connect more WELL members to personal training staff, which will assist WELL members reach their fitness goals.

INITIATIVE 5 [W AND FIR]: Increase participation in Mile High Climb and Level Up events to enhance the member's experience.

INITIATIVE 6 [W AND FIR]: Expand WELL Build programming to provide the campus with increased opportunities for team building.

INITIATIVE 7 [W AND ISDA]: Expand Intramural Sports program offerings to include intellectually based competitions in order to provide a competitive forum for students with a heavy focus on academic performance.

INITIATIVE 8 [W AND ISDA]: Educate WELL members through video marketing on a variety of leagues and tournament offered by Intramural Sports.

INITIATIVE 9 [W AND MS]: Expanding on the purpose of WELLcome Back Open House, offer new opportunities throughout the year to introduce programs and services to capture students and the campus community who are not currently frequenting The WELL.

INITIATIVE 10 [W AND MS]: Study current and future use of social media and Internet based technology to increase and measure, interaction and reach with students and the campus community.

GOAL 2

Enhance the Quality of the Member's Experiences at the WELL: Utilize internal measures to determine program and equipment effectiveness, in order to enhance the WELL member's recreational experience and to provide a wider range of offerings.

INITIATIVE 1 [W AND ADMIN]: Work with the Director of Administration and Facilities to create a long-term plan for the recreational use of the WELL lounge space.

INITIATIVE 2 [W AND ADMIN]: Design a plan for student artists to implement art in the WELL, in order to enhance the WELL member's visual experience.

INITIATIVE 3 [W AND Fit]: Improve the efficiency of all fitness equipment reporting and repairing procedures to limit staff resources and expedite equipment down time.

INITIATIVE 4 [W AND Fit]: Expand opportunities for WELL members to participate in free fitness classes to capture those students who are unable to attend free classes during the 1st week of school.

INITIATIVE 5 [W AND FIR]: Review guidelines and procedure for disposing of all the informal recreation divisions' equipment to increase organizational efficiency.

INITIATIVE [W AND FIR]: Determine the impact of retail sales on The WELL to ensure appropriate use of WELL resources.

INITIATIVE 7 [W AND ISDA]: Evaluate the success levels of existing Intramural leagues/tournaments to provide WELL members with the correct variety of leagues/tournaments.

INITIATIVE 8 [W AND ISDA]: Evaluate the current duties of the Intramural Sports Resource Center counter in order to increase overall productivity level of Intramural Sports.

INITIATIVE 9 [W AND MS]: Evaluate all membership and guest offering effectiveness to improve member recruitment, retention, and front desk efficiency.

INITIATIVE 10 [W AND MS]: Explore the use of electronic membership record keeping for the WELL to enhance the front desk experience from a user perspective and mitigate risk to our organization.



ADMIN

- 1 Hire a Student Supervisor for Inclusive Recreation to oversee and implement the AIR events for 2014–2015. This will provide more opportunities in a non-traditional setting for inclusive recreation to be offered to the Sac State community.
- 2 Expand the inventory of inclusive recreation equipment for the AIR program expanding opportunities for participation.
- 3 Implement a new structure for Wellness at Work. This will increase overall team morale and participation by creating a variety of experiences for staff bonding.

FITNESS

- 1 Create Group Fitness videos for the fitness website working with IT and Marketing. This will allow new participants and WELL staff to have a better understanding of our class offerings and contribute towards an increase in participation.
- 2 Implement additional “Try Before You Buy” options working with the front desk and fitness desk on all logistics. This will allow us to reach WELL members that were unable to attend “Try Before You Buy” increasing exposure to the Group Fitness program.
- 3 Implement a new procedure to collect fitness equipment usage. This will improve our ability to assess the least utilized fitness equipment, which will then help determine future fitness equipment purchases.
- 4 Improve fitness staff training to include critical thinking skills, communication skills when talking to members, and skill learning assessment. This will improve the fitness staff’s ability to make decisions, be assertive, and feel empowered.
- 5 Replace fitness equipment based on the corporate repair and replacement plan. This will replace equipment that is out of warranty, keep us current on what is new, and save cost on equipment repairs.
- 6 Create the question and answer form for the website working with IT and Marketing to be utilized by WELL members and personal trainers. This will connect more WELL members with our personal training staff.
- 7 Purchase and utilize a mobile point of sale unit that is PCI compliant for the Sac State 5K. This will increase 5K participation by being more accessible to the Sac State community.
- 8 Hire and train a new Group Fitness Supervisor. This will ensure a smooth transition for the Group Fitness program and contribute to program effectiveness.
- 9 Purchase appropriate levels of accessory fitness equipment for Group Fitness program and fitness areas. This will ensure equipment is safe and functional for all members to use.

FACILITIES AND INFORMAL RECREATION

- 1 Install additional lighting for increased participant safety at the climbing wall.
- 2 Create climbing routes specifically for adaptive climbing.
- 3 Work with Asana (crash mat company) to identify the life span of the padded flooring system, assess the paddings current condition of the climbing wall padding, and subsequent replacement plan.

- 4 Develop a system for accurately tracking unique check-ins at the climbing wall.
- 5 Assess the popularity of the auto belay and make recommendation for purchasing another unit.
- 6 Cross train WELL staff to assist in WELL Build programs.
- 7 Install digital signage at the entrance of each conference room in the Conference Suite, budget pending.
- 8 Identify and purchase a storage unit for the Terrace furniture to store during periods of nonuse.
- 9 Develop procedure for “sale of excess merchandise”.
- 10 Create signage to be placed on racquetball court doors informing members of the court policies, including requirement of wearing protective eye wear.
- 11 Solve storage problems at the pool.
- 12 Expand inventory of informal recreation programming, in order to expand the member’s recreation experience.
- 13 Create specific informal recreation programs/themed events to be offered at least once a month to introduce the membership to new activities.

INTRAMURALS, STAFF DEVELOPMENT AND ASSESSMENT

- 1 Create 15-second video clips of all intramural sports offerings in order to educate potential participants on the different sports available.
- 2 Develop a sophisticated method for providing recognition of current and past intramural officials.
- 3 Submit application to present at the 2015 NIRSA National Conference on officials’ development, progression, and long-term success.

MEMBER SERVICES

- 1 Develop a sales and retention training series to maximize sales skills of front desk staff.
- 2 Reach new members by offering small-scale “open house” type events in each unit throughout the year.
- 3 Research and implement an electronic membership paperwork system that is sustainable and efficient. Review and identify sustainable waiver storage and record retention program considering legal requirements and best practices.
- 4 Develop a maintenance plan/schedule to improve membership management, including a scheduled plan for maintaining membership types, terms, and prices.
- 5 Improve membership information layout and accessibility on the WELL website so that visitors are provided with clear call-to-action information and comprehensive understanding of eligibility, prices, and more.
- 6 Research and define marketing needs and refine marketing initiatives for the WELL.
- 7 Investigate alternatives to the current access system that is more inclusive and welcoming to the members.





FACILITIES AND ADMINISTRATION

IN THIS SECTION

- > ADMINISTRATION
- > FACILITIES & ADMINISTRATION
- > FACILITY SERVICES
- > INFORMATION TECHNOLOGY
- > MAINTENANCE

KEY

ADMIN Administration

F&A Facilities and Administration

FS Facility Services

IT Information Technology

Maint Maintenance





FACILITIES AND ADMINISTRATION

GOAL 1

Fully implement, and maximize the use of, existing systems and procedures, allowing staff to slow departmental growth and finish integrating incomplete processes. The ultimate goal is to stop playing catch-up and work smarter, thus improving efficiency and responsiveness in serving Union WELL customers.

INITIATIVE 1 [F&A AND ADMIN]: Provide greater staff support and training opportunities, resulting in improved project management efforts.

INITIATIVE 2 [F&A AND ADMIN]: Review and comply with the document retention policy through greater organization and consolidation of documents.

INITIATIVE 3 [F&A AND IT]: Minimize data loss and speed recovery time of all essential I.T. systems, in the event of a campus-wide or facility disaster.

INITIATIVE 4 [F&A AND IT]: Create timeline and overall plan to perform comprehensive review and analysis of all Information Technology systems to test for functionality and for internal, campus, and Chancellor's Office compliance standards.

INITIATIVE 5 [F&A AND MAINT]: Develop a preventative maintenance program to address future facility concerns of an aging physical infrastructure.

INITIATIVE 6 [F&A AND MAINT]: Strengthen existing access, security, and control system procedures and protocols for the existing facilities.

INITIATIVE 7 [F&A AND FS]: Develop a highly efficient student staff through training and recognition efforts.

INITIATIVE 8 [F&A AND FS]: Evaluate purchasing and storage procedures to maximize on-hand inventory and cost savings.

GOAL 2

Modernization: Update specific equipment and resources that are not making the best use of energy, time, or money.

INITIATIVE 1 [F&A AND ADMIN]: Reduce energy consumption and expenditures through a series of retrofit projects, in areas identified as being of greatest need and payback.

INITIATIVE 2 [F&A AND ADMIN]: Increase security and access control procedures for both facilities.

INITIATIVE 3 [F&A AND IT]: Develop plan for expanded use of mobile hardware within the organization.

INITIATIVE 4 [F&A AND IT]: Create greater awareness among staff of the need for data security and the requirements that surround it.

INITIATIVE 5 [F&A AND MAINT]: Assess factors, which affect team efficiency and develop a plan for improvement in identified areas.

INITIATIVE 6 [F&A AND MAINT]: Increase training opportunities and professional development of full-time staff and through added use of technological resources.

INITIATIVE 7 [F&A AND FS]: Evaluate ADA compliance issues and safety concerns in an effort to provide a safe and secure environment for the campus community and guests.

INITIATIVE 8 [F&A AND FS]: Operate facilities in ways that preserve natural resources, positively represents the organization, and reduces utility costs.



2014–2015 PROJECT LIST

ADMINISTRATION

- 1 Material Safety Data Sheet (MSDS) binders (current year carry over).
- 2 Web-based fire panel interface, allowing authorized staff to review trouble alerts remotely to better guide on-site staff in problem solving.
- 3 Organize share drive—Purge dated information and create new file structure for ease in data sharing and management on both S and M drives.
- 4 Create additional opportunities to save energy and costs by examining all available benefits through upgrades, retrofit, and scheduling. Create a multi-year plan for implementing energy reduction strategies.
- 5 Private storage areas—Organize and consolidate storage locations and methods for Leslie, Bill, and other administrative needs.
- 6 Travel—Update travel documents and procedures to allow for greater consistency throughout the corporation.

INFORMATION TECHNOLOGY

- 1 Door Counters: Upgrade remaining University Union North and South entrances to use the new Sensource thermal door counter system. Explore adding Sensource thermal door counter systems in The Well for occupancy/participation counts.
- 2 Digital Signage Mini-Computer Replacement: Replace/refresh remaining WELL digital signage mini computers with commercial Shuttle mini-computers.
- 3 Disaster Recovery: Secure vendor and begin implementation on a disaster recovery plan for Information Technology related systems. Specifically focused on DR for EMS, CSI, Websites, Email, and Storage.
- 4 Digital Signatures: Begin investigation and research on digital signatures for various parts of the organization: CSI or EMS.
- 5 AirPlay Research / Development: Work with IRT to begin to implement Apple TV Airplay and other mobile to project/display technologies for University Union and The WELL faculty, staff, students.
- 6 Conference Room Digital Displays: Implement a digital conference room sign for a select room in the University Union to demonstrate capabilities of newer room signage technologies.
- 7 WELL Turnstile Biometric Upgrades: Research with vendors possible biometric turnstile hardware upgrades or alternative methods for member check-in at The WELL.
- 8 Primex Clocks and Temperature Sensors: Continue upgrading old University Union Simplex clocks to Primex Wi-Fi clocks. Additionally implement temperature sensors in all University Union and The WELL telecom rooms.

MAINTENANCE

- 1 Additional wireless repeater in order to create a dedicated maintenance radio channel for project and daily use.
- 2 Remodel Fitness Desk storage room at The WELL to remove work area and cage, relocating maintenance functions to main shop.
- 3 Determine most appropriate course of action for upgrading turnstiles in The WELL to minimize maintenance issues and customer wait times.
- 4 Separate lighting circuits in Union Gallery for greater control of track, house, and lobby lights.
- 5 Replace select acoustic ceiling sections in the Union, where repeated wear from previous wiring contractors have damaged fit and appearance of concealed spline and T-bar tiles.
- 6 Conversion of existing storage room in WELL Business Office (where drop safe resides) to become addition secure storage for documents.
- 7 Through more training and full staff participation, flush out additional features in the MC software and begin to further use it to its full potential.
- 8 Work with vendors and staff to fully recognize underutilized functions within existing controls systems for HVAC, electronic access, and lighting control.
- 9 Purchase digital training modules to be used for regular staff in-services trainings.

FACILITY SERVICES

- 1 Electric hand dryers in WELL (carry over from current year).
- 2 Replace Union sanitary dispenser units with new ADA compliant units. Install new WELL sanitary dispenser units in women's restrooms/locker room.
- 3 Further streamline the system of storing and issuing cut keys for both facilities. Transition more key offerings to Keywatcher and reduce frequency of individual key issue.
- 4 Replace entry mats in The WELL.
- 5 Purchase and install new low flow urinals with auto flush in Union.
- 6 In conjunction with CSG model, develop updated, comprehensive student custodial training program.



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