ABA: REDEFINE THE POSSIBLE
Goals and Suggested Actions*
*Feedback from ABA Staff Professionals and ABA Management Council

1. **Workplace Culture**: Build a customer-oriented culture* of continuous improvement and innovation in support of the University’s vision and goals, as follows

   *A customer-oriented culture balances the needs of customers with the compliance environment through the development of attitudes and accommodations that help to overcome the barriers inherent in regulatory and bureaucratic systems.

   **Examples**
   - One-stop services
   - Zone management
   - Single point of contact for complex processes
   - Process improvements that eliminate roadblocks and bottlenecks
   - Lower decision-making authority
   - Personalized attention and closed-loop communication

   **a. Sustain continuous high-performing operations**
   **Strategies**
   - Outline anticipated continuity gaps
   - Record and document institutional knowledge
   - Assess skills needed to fill gaps
   - Determine available training resources
   - Provide training, cross-training, and mentorship opportunities

   **Suggested Actions**
   - Forecast training needs based on skills needed
   - Utilize network drives to share documentation
   - Maintain updated information on websites
   - Create and maintain business continuity plan
   - Hold department meetings to share successes and problem solve
   - Capitalize on low cost/free training - HR, IRT, KPMG, CO, sister campuses, local training, online training, in-house safety meetings-Facilities Services; webinar training for multiple people; group rates
   - Train back-ups

   **b. Boost process efficiency**
   **Strategies**
   - Support a culture of self-assessment and improvement
   - Select processes with the greatest opportunity for improvement
   - Define expected outcomes for improvement projects
   - Include customers in process improvement whenever possible
   - Evaluate technology options to create efficiencies

   **Suggested Actions**
   - Periodically evaluate internal processes and organizational structures for possible improvements
• Encourage open dialogue with supervisors/managers for staff to discuss efficiencies without fear of retribution
• Provide open agendas as an avenue for staff to suggest improvements
• Review areas that have a high number of complaints and identify opportunities for improvement
• Determine improvements needed - Identify and remove bottlenecks; decrease complaints; streamline flow; automate, expand messaging methods – texting, social media, as well as e-mail
• Strive to make processes more intuitive and user friendly
• Listen to customers and follow through
• Communicate change to customers, share information – follow-up
• Post more information and forms online
• Stay apprised of technology advances in your field – newsletters, conferences, webinars, training
• Increase efficiency through review and evaluation of current department processes (in process)
• Process map the process to find efficiencies (in process)
• Evaluate process to ensure efficiency
  o Maximize use of Procurement Card whenever possible
    • Institute use of Procurement Card for A/P (in process)
    • Consider electronic payment using the procurement card when appropriate (in process)
• More effective and efficient use of Direct Pay program
  o Review items that can be placed on Direct Pay program
    • Reimbursements
    • Cell phone charges
    • Guest speakers
    • Honorariums
    • On campus catering
• Redirect entry of Student Vendors to Accounting Services staff or SFSC staff
• Maximize the use of Office Max by increasing the average transaction amounts, currently many low dollar transactions which could be held off until a larger transaction amount is reached prior to sending in the orders.
• Move away from Travel Requisitions and move to “Express” Travel Purchase Orders (entered directly be department)
• Expand role of Risk Management with regard to acquiring insurance from vendors and entering data into Planet Bids
• Independent Contractor Determinations should go directly to HR prior to the requisition being entered into CFS. This process should mirror the ATI process. (in process)
• Requisitions that require Facilities Services approvals follow the process of ATI - Approvals first and attached to requisitions.
• Form independent committees to look at efficiencies in the procedures without bias of ownership
• Monitor processes to ensure effective high performance
  • Monitor the R-500 Report weekly (in process)
  • Review the Purchase Order No Activity Report, implement this review if no activity after 90 days
  • Given the limited resources sustain the current turnaround time of requisition processing
c. **Strengthen customer service**

**Strategies**
- Adopt a customer-focused approach
- Communicate effectively with customers
- Provide relevant customer service training division-wide
- Verify customer needs/priorities through customer and “service provider” feedback

**Suggested Actions**
- Better define customer services and develop specific plans for improvement
- Establish better accountability in addressing customer needs
- Educate customers about the services your office provides
- Become better ambassadors to the campus, for instance, learn the names of all buildings
- Promote good interpersonal skills - Use two-way communication techniques: talk to customers face to face, focus on them, listen, don’t interrupt; use regular language, not jargon
- Provide information to increase customer understanding of processes, regulations
- Encourage accountability – employees take ownership of your actions (i.e., provide correct info or forward inquiry to the appropriate person); ensure follow-through and timeliness
- Ensure websites are up-to-date (with FAQs and revision dates)
- Use appropriate venues to communicate timely information, i.e., BPRT, group meetings, or bulletins, social networking and text messaging; tweet important information
- Reach out to the community to identify issues and ways to address them
- Provide customer service training to ensure staff are better customer service agents
- Establish FAQs so that common theme information is disseminated to customers, thus increasing collaborative responses and not confrontation. *(in process)*

d. **Promote teamwork and pride in ABA**

**Strategies**
- Conduct frequent and effective two-way communication at all division levels
- Facilitate interaction through establishment of cross-functional teams
- Communicate and publicize ABA achievements
- Recognize individual and group performance and accomplishments, formally and informally

**Suggested Actions**
- Managers recognize employees on a job well done (ABA thank you blog)
- Collect and communicate internal and external thank yous, comment cards, kudos, etc. online bulletin board
- Hold more “fun” activities, less formalities
- Communicate positive messages to staff and engage them in problem solving
- Ensure employees have access to information (email, list-serves)
- Encourage regular team meetings and make more of an effort to disseminate info from AVP meetings to all employees
- Create teams that work together to make daily functions easier
- Promote ABA functions as fundamental to the academic mission of the University
- Managers recognize employees on a job well done (ABA thank you blog)
Collect and communicate internal and external thank yous, comment cards, kudos, etc online bulletin board
Hold more “fun” activities, less formalities
Seek collaborative opportunities where and when available.
Develop cross functional teams within ABA (Tiger Teams) to tackle internal process, efficiency improvements, and teamwork.

2. **Campus Safety**: Enhance campus safety through environmental design and security programs.

**Examples**
- Increase community policing: collaboration, visibility, outreach
- Enhance public safety: information, emergency preparation and response
- Enhance security: technology, i.e., electronic monitoring/locking; bike compound consolidation
- Improve lighting through environmental design

**Suggested Actions**
- Explore ideas for better use of ENS - text, twitter, Facebook, web, etc. - to enhance public safety information. (Sacramento Bee and other notices go out before any communication from the campus.) Many items do not require ENS; but, we need a better way for the campus community to find out what is going on from the campus rather than from a third party source.
- Provide town hall safety meetings/forums for campus community & residence hall life areas
- Provide campus GPS maps of current crime trends on-line
- Utilize "student voice" technology/surveys to solicit safety concerns and remedies from campus community
- Improve lighting through environmental design (add) with input (surveys - class projects) from academic programs
- Update ENS program/goals by "opt-out" process for students and text messaging
- Review feasibility of including "opt-in" program for parents and nearby businesses (new system should have capacities to handle additional volume)
- Make bike registration mandatory for all students, staff and facility
- Install cameras at all entrances to campus to capture all vehicles, bike etc that are coming onto campus
- Install License plate readers at both entrances of the campus along with the cameras.
- Increase the number of crime prevention presentations and access to crime tips to the community
- Create videos to post online (our website/Facebook, etc.)
- Videos could be of: Introduction to our department from the Chief, video on active shooters on campus and a video on crime prevention
- Offer free educational classes to the campus community
- Make it mandatory for students to go through campus safety training (either online or in person)
- Relocate Lost & Found and LiveScan program to the Police Service Center in the University Union. This would increase visibility and awareness to strengthen connections with the campus community, eliminate duplication of services and confusion and aid in returning more lost property to students, reduce Student Assistant expenses for the University and the UU, and generally improve customer service.
- Establish a Student Escort Service for Safety, Students that may be studying late at night may need an escort back to their dorm or car.
- Emergency notification plan should be posted next to each door in each office, how to evacuate the building, who to call in case of emergency
• I propose we meet with University Collaborative Services, and ASI to define set areas for event signage. We put in decomposed granite at those sites, and built-in anchor points for the signage. This will allow the Grounds staff to tend to our landscape needs without having to move heavy signage, prevent damage to our light fixtures from anchoring signage, and allow the Grounds staff to mow without impediment when the signage is not there.
• We need to improve bicycle parking on campus so that we can prevent bicycles from being locked to lights, benches, trees, railings, and signs. Additionally, campus Police need to enforce a policy requiring bicycles to be properly parked so that they do not impede pedestrian traffic.

3. **Campus Environmental Design (Master Plan):** Develop the University’s master plan with a holistic view that has modernization and aesthetics in mind, as well meaningful connectivity with remote properties.

**Strategies**

• Create an attractive campus  
• Improve facilities and amenities  
• Promote a sustainable campus  
• Encourage community support

**Examples**

• Replace outdated facilities with modern state-of-the art facilities, working collaboratively with academic programs to ensure needed functionality  
• Incorporate indoor and outdoor study, gathering, and meeting spaces for students and faculty  
• Focus on beautification and outdoor ambiance, with balanced green space and facilities  
• Improve most visible campus areas, such as those close to the freeway  
• Re-instate Outdoor Art Committee

**Suggested Actions**

• Tie alternative funding to this idea  
• Establish a “safe waiting/studying” area near the Public Safety building. This would be accomplished by increasing the exterior lighting around the Public Safety building and adding seating. Goal is to create an inviting space for our students and staff.  
• Install electronic sign boards at both entrances to campus. These boards can be used by PD, UTAPs and campus to provide up to date information regarding traffic/parking issues and emergencies. Also they can be utilized for directions during special events (football games ect). Boards would have a similar purpose as the information boards on the freeway  
• Increase lighting around campus at night in high traffic areas  
• Create a “safe” corridor between the Well and Res Halls by creating a highly lit path with blue phones along it.  
• Increase the number of blue phones at the Res Halls (in the parking lot).  
• Establish on-campus designated smoking areas  
• Improve infrastructure of campus with regard to campus signage/direction. New students and visitors on campus have a tough time navigating their way once they arrive on campus.  
• Identify Folsom Hall as a Sacramento State facility with signage on the building  
• We need to design our landscape to focus on sustainable beauty. Our landscape features should be drought resistant, native species coupled with natural design features (fewer bollards and parking stops) that minimize damage from students (cattle-trails, etc.) and staff (cart damage) while easing maintenance for our staff.
• When we tear down the interior buildings (Douglass, Calaveras, Alpine, Brighton) we should redesign the campus paths around the main quad so that they align with the desired direction of travel for students, faculty, and staff. Right now we fight what people want to do.
• Use electronic technology as an alternative to A-frame plywood sign holders for hand-drawn signs, and plastic signage cabled to new lighting (adjacent to the newly renovated Library Quad) to improve aesthetics of the environment and remove obstruction to lawn irrigation, moving and sunlight needed for healthy lawns.
• Place large ceramic planters in graveled area near the Japanese Tea Garden to deter foot traffic that disperses gravel downhill into the garden and ivy.
• Integrate a sculpture garden into an improved landscape setting on campus areas most visible from the freeway, with work commissioned through UEI, the University Union or SMAC. Limit commissions to current or former Sac State students, faculty and staff. Sacramento State has produced many if not most of the region’s finest artists – we should celebrate them and capitalize on their successes as a way to bring attention to the quality of a Sac State education. This would also help to build loyalty between Sac State and its students, alums, faculty, etc., and create opportunities for students to exhibit work.
• Work with faculty, students and alums to create signage features that call out the most highly visited facilities and event space. The public needs more help than students locating their destinations, because they are unfamiliar with the campus.
• Find better ways to incorporate the American River as a campus landscape feature – highlight access to river areas using decorative portal-like entry points. Landscape for gathering and study points and event space. More sculpture and public art?
• Plan exterior areas of the campus that are most accessible to the community (Folsom Boulevard and the anticipated cut-through from Ramona) to draw the community in. For instance, place a satellite bookstore in the area to not only make “stop and shop” easy for commuting students, but a retail option for the community. Pair with a coffee shop ... and a venue where students could show art work and other projects, and possibly retail them. Consider a library satellite that the community could access for a fee (we may already have a community-based library access fee).
• Develop signage for some of Sac State’s hidden treasures, including the faculty art collection in Napa Hall, which is virtually unknown to most. Prominent signage would invite the community to the campus if they were known and accessible, i.e., University Library Gallery, the Tea Garden, the Arboretum, etc. The more people connect with the campus, the more likely they are to support us through donations, word-of-mouth marketing, etc.
• Look into new ways to display signage, and display it professionally
• Repair broken items on buildings like gutters, exterior windows, sidewalks, signs and lights
• Paint buildings to help them look more updated
• Straighten existing signs and posts
• Remove hazardous or unsightly trees and plant more trees with diverse colors
• Seek funding alternatives
• Improve pathways and walkways for pedestrians
• Seek greater staff input
• Supply new uniforms and clothing for staff to maintain professional look
• Locate more lighting on specific walkways near roads, better lighting on tunnels and bridges
• Change outdoor light fixtures from yellow light to white
• Establish additional secured bike compounds
• Discourage use of paper forms, more electronic forms and materials
• Expand alternative transportation to encourage more internal carpools/vanpools
4. **Campus Facility Utilization**: Increase the utilization of campus facilities.

**Examples**
- Develop a plan to maximize use of buildings so that obsolete buildings can be removed from the campus, thus both reducing deferred maintenance costs and creating new construction opportunities (by eliminating oversupply of faculty office space)
- Strategically co-locate programs, as a way to capitalize on synergies
- Strategically locate/relocate programs to improve access/service, i.e., move non-interactive functions off-campus and locate highly utilized services to the central campus
- Appoint a single-point person to coordinate event management, as a way to improve both service and utilization –

**Suggested Actions**
- Regarding the example above, I think that the campus needs to be better educated on the current event scheduling process. Space Management is the central point for coordinating events on campus. Current information could be more effectively communicated via websites, other technologies, etc.
- Update scheduling system. Astra Schedule version VII will provide new and improved scheduling and reporting tools which will result in greater access to data by a multitude of campus-wide users and potentially more effective decision making on facility utilization.
- Consider CSU synergy projects for regional centers when looking at space.
- Carve out public gathering points in facilities that have river views, and lease or rent them as prime event space, such as space that is currently utilized for offices or college/division owned conference space. Remodel to accommodate dining and intimate musical events, such as guitarists, string trios, etc.
- Market the use of University facilities as venues for indoor and outdoor events during the weekends, when traffic and parking congestion is low. Nor sure if tennis courts are available for use by the community when not used for University athletic events or classes, or swimming pools. They may be, but they most often appear empty.
- Invite the community in during times when the classes are out of session to enjoy the grounds – with complimentary parking and access to key food venues.

5. **Campus Transportation and Traffic Flow**: Improve accessibility and traffic flow.

**Examples**
- Improve ingress/egress at entrances, parking lots and other points of congestion
- Study the potential impact of the punch-through from Ramona Avenue
- Re-think the role of bikes, and develop potential plans for the sharing of roadways – cars/bikes, pedestrians/bikes
- Enhance parking systems to ease the ability of visitors to access and navigate the campus

**Suggested Actions**
- Need improved drop-off/pick-up points (at least one each in north and south of campus). Near Sacramento Hall, most drivers drop off in middle of road, and not near the gym as designated. They make illegal U-turns and cause much confusion and danger. In the summer, drivers drop-off young science camp students near Sequoia Hall in the parking lot or in the middle of street, with kids running illegally across the road. Need designated areas and maybe cell phone lots (like airports) when drivers are waiting for someone to get out of class for pick-up.
• Analyze feasibility of installing two web cameras at main entrances of campus---allow campus community ability to view current traffic conditions and make informed decisions on which way to leave campus or wait.
• Improve parking lot utilization/efficiencies by installing lot e-signs w/current space availability.
• Enhance traffic direction coordination during peak flows.
• Review current traffic flows and roadway utilization (may be able to redirect traffic during peak periods for efficiency)
• Establish officially designated drop off and pick up areas. These areas would be very well lit and would have a blue emergency phone located next to them.
• Update the bike master plan to better manage the flow of alternative transportation around campus (scooters, skateboards and bike).
• Use smaller bus the large buses are mostly empty and cause more harm on the roadway.
• Use small electric security vehicles.
• Have all campus deliveries go directly to receiving this will cut down on in campus traffic by UPS and Fed-X trucks. There would need to be extra staff in Receiving for this possibility to happen.

6. **Alternative Funding:** Explore alternative funding sources for capital projects.

**Examples**

• Locate community college satellite campuses on University land
• Explore public/private partnerships
• Refinance existing facilities and build debt service into budget
• Explore leasing or development opportunities for Ramona property in collaboration with the city of Sacramento

**Suggested Actions**

• For the state-of-the-art facilities, look to technology companies or employers to help with a public-private partnership. Need to work closely with CO CPDC, F&T and Accounting to get their buy-in for these alternative funding projects; maybe host more of them on campus (kind of like hosting UCD counterparts) to get them excited about Sac State’s possibilities.
• Increase the occupancy *from outside the University* at Folsom Hall
• Work with Sacramento Metropolitan Arts Commission and provide campus locations for the placement of Public Art projects. (See Sacramento Airport Big Build joint project with SMAC here - [http://www.sacmetroarts.org/art-in-public-places.html](http://www.sacmetroarts.org/art-in-public-places.html).) Focus on beautifying parking lots and structures, as well as the general placement of art on the campus.
• Seek opportunities with government agencies, non-profits, and industry, etc. to build state-of-the-art facilities that can be used as training ground for students (such as Placer Hall – Geo Survey). Incorporate training opportunities for students that also benefit the agency/industry with low cost assistance or partnerships in developing the next generation of employees for them.
• In this economic downturn, look to the industries that are expanding - medical, insurance and bank industries - and tap them for partnerships, donations.
• Identify Sac State’s highly respected programs and seek partnerships with industry leaders for mutual benefit – funding for Nursing, Physical Therapy, Speech, etc. I know of a Bay Area hospital/medical facility that was so successful and so in need of nursing expertise that they built their own nursing school, in conjunction with a local college.
• Put together a campus think tank comprised of deans/faculty with strong community connections, executive leadership and advancement, to help identify potential project partnerships that would benefit both the campus and the community.