Physical Planning, Development, and Operations
### SWOT Analysis

<table>
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<tr>
<th>Strong and resilient workforce</th>
<th>Limited digital presence and outdated technology infrastructure</th>
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| ● Demonstrated resilience of the workforce amidst staff and resource cutbacks, maintaining productivity and adaptability. | ● Limited digital presence and outdated technology infrastructure may hinder innovation and efficiency.  
● Need to leverage technological advancements to overcome limitations and modernize operations. |
| ● Ability to navigate multiple leadership changes while upholding operational continuity, showcasing stability and commitment to organizational goals. |
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<th>Leadership support for technological advancements and process improvements</th>
<th>Business as usual culture and strain on financial resources</th>
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| ● Technological advancements and process improvements offer opportunities for enhancing efficiency.  
● Opportunity to instill a culture of innovation and embrace change to optimize processes and resources. | ● Business-as-usual culture could impede organizational agility and responsiveness to campus needs.  
● Strain on financial resources may limit investment in necessary upgrades and initiatives. |
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Goals & Objectives

Goal 1: Improve project delivery to support campuswide goals (Housing and Research)

Goal 2: Provide operations and maintenance at level to serve campus needs

Goal 3: Strategize the integration of sustainable practices in projects and operations

Goal 4: Improve departmental processes to foster inclusivity, diversity and equity

Methods to accomplish PPDO goals will be strategized to align with the Chancellor’s Strategic Plan:
- Advance student success by improving retention and graduation rates and closing equity gaps
- Increase UC Santa Cruz’s research profile and impact
- Foster an inclusive campus climate that embraces and values diversity and equity
- Improve efficiency, effectiveness, resilience and sustainability
Strategies & Tactics

Goal 1: Improve project delivery to support campuswide goals (Housing and Research and existing project backlog)

- Update standard operating procedures for workflow, templates and defined deliverables that provide consistent packaging of products and services
- Create comprehensive strategy to communicate project workflows
- Review and improve Start A Project process for campus clients
- Implement technological solutions to enhance operational efficiency
- Pursue project management information system software for current status of project scope, cost and schedule
- Address pinch points of workflow and backlog of inactive and active projects
- Provide adequate staff and consultant resources
- Implement strategies to act upon customer feedback

Goal 2: Provide operations and maintenance at level to serve campus needs

- Work to provide appropriate staffing levels for example to meet custodial expectations, grounds basic campus care, and zero waste mandates
- Conduct quarterly PPDO Service Seminars to explain expectations
- Modernize and upgrade PPDO's public-facing web pages
- Create an annual report measuring key performance indicators for the campus community
- Ensure UC zero waste mandate is integrated into facility management operations
- Draft process for space auditing of all facilities
Strategies & Tactics

Goal 3: Strategize the integration of sustainable practices in projects and operations

- Create a comprehensive power resiliency path for campus
- Be good stewards for sustainable practices in all projects to achieve campus goals for Decarbonization and Electrification
- Develop and maintain Standard Operating Procedures (SOPs) tailored to each role and department, ensuring streamlined processes that directly enhance customer satisfaction and ensures business continuity
- Utilize technologies to maximize water and electrical efficiencies
- Maintain process to commission equipment periodically
- Allocate budget to proactively address deferred maintenance schedule

Goal 4: Improve departmental processes to foster inclusivity, diversity and equity

- Distribute and commence REFie program
- Complete assessment of PPDO spaces to provide designated work spaces to improve the customer service experience
- Finalize telecommuting policy providing clarity for on-site presence to service clients efficiently
- Update of existing conference spaces for online client meetings
- Establish training budgets for professional development
- Conduct 360 survey to improve behavior, productivity, and collaboration
- Update and revise PPDO Mission
- All PPDO leadership establish (succession) plan