

Physical Planning, Development, and Operations

SWOT Analysis

Strong and resilient workforce

- Demonstrated resilience of the workforce amidst staff and resource cutbacks, maintaining productivity and adaptability.
- Ability to navigate multiple leadership changes while upholding operational continuity, showcasing stability and commitment to organizational goals.



Limited digital presence and outdated technology infrastructure

- Limited digital presence and outdated technology infrastructure may hinder innovation and efficiency.
 - Need to leverage technological advancements to overcome limitations and modernize operations.

Leadership support for technological advancements and process improvements

- 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 and strain on financial 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.

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