

Unplanned 2020 (COVID-19 Related):

- 1) Designed and deployed the “Take Care, Be Kind, Stay Safe” communications campaign across both campus and Health to facilitate compliance with health orders and university policies in a coordinated, branded, and friendly way. Campaign included floor stickers, digital signs, and posters. True North: Our People
- 2) Operated UCSF summer camps on three campus sites for the benefit and convenience of UCSF’s essential workers given the absence of summer camps in the Bay Area during COVID-19. True North: Our People
- 3) Partnered with the YMCA to provide on-campus learning centers for the benefit and convenience of UCSF essential worker given the closing of schools across the Bay Area during COVID-19. True North: Our People
- 4) Operated UCSF childcare centers with heightened safety protocols and without interruption throughout the pandemic to support the needs of UCSF’s essential on-site families. For many months, UCSF had the only open corporate childcare center in the Bay Area. True North: Our People
- 5) Deployed rent incentives in Housing Services to compete with falling market rents and excess inventory in San Francisco due to COVID-19 conditions. Promoted the leasing of underutilized housing units to minimize revenue losses. True North: Resource Management & Stewardship
- 6) Repurposed conference center rooms at the Mission Bay Conference Center and Millberry Union Conference & Event Center to provide socially distanced spaces for patient visitors waiting areas, YMCA learning camps, blood drives and vaccine clinics.
- 7) Abated rent for all UCSF retail tenants (local, small business) given reduced sales during COVID-19. Most of our vendor community stayed open to provide essential workers on campus with food and retail options. True North: Our People
- 8) Scaled the UCSF Mobile app (powered by CLS) to help schools implement virtual admission and orientation days, activities normally held in person but held virtually in 2020 given the pandemic. The app won the national “Appademy Award” from Modo. True North: Innovation
- 9) Supported UCSF Health with the urgent need to track pickup of COVID-19 tests by deploying the “Who’s There” application typically used to capture event attendees. True North: Innovation

- 10) Built face shields for UCSF Health using Documents & Media's team and equipment during the early days of the pandemic when there was a significant shortage of Personal Protective Equipment (PPE). True North: Safety
- 11) Minimized the heating and cooling of unoccupied space during COVID-19 which resulted in \$2M in energy cost savings (-5%) and 1,830 mtCO₂e in energy usage (-2%) (March 2020-Feb 2021). True North Resource Management & Stewardship.
- 12) Nearly completed a major sewer water repair at the Dental Center, taking advantage of a low occupancy building during COVID-19 and renewing pipes that will allow the Center to function for decades. True North Resource Management & Stewardship.
- 13) Installed touchless/sliding doors in multiple high-traffic buildings, lowering operational costs (the old doors often broke) and eliminating the need to touch door handles during COVID-19. True North: Safety
- 14) Staffed the Emergency Operations Center (EOC) / Recovery Operations Center (ROC) with CLS employees in dozens of roles, including both EOC/ROC director roles. True North: Safety
- 15) Shifted campus custodians to UCSF Health to support hospitals/clinics during the pandemic. True North: Resource Management & Stewardship.
- 16) Deployed dozens of staff in Campus Life Services to help at UCSF Health in roles such as guest services, vaccination flow monitors, and contact tracers. These CLS staff were mainly from CLS departments with closed or curtailed operations (Fit Rec, Conference Services, etc.). True North: Our People.
- 17) Deployed custodians to perform extra sanitization of high touch surfaces across campus to further ensure the health and safety of UCSF's essential on-site workers. True North: Safety
- 18) Installed plexiglass shields on each shuttle to protect drivers and passengers during the pandemic. True North: Safety
- 19) Accelerated the implementation of a new daily parking permit option to accommodate those who are on campus only occasionally. The population of workers who are on campus now and then is expected to grow and the daily parking permit will have the flexibility to support these new patterns. True North: Resource Management & Stewardship.

- 20) Offered cashier-less parking through a pay-by-phone app and eliminated almost all hanging-tag permits that were laborious to administer. True North: Safety

Planned 2020 Accomplishments:

- 1) Opened a new/larger childcare center at City Center to increase the availability of high-demand childcare slots for UCSF's growing campus. At the time of the opening, the nearby Laurel Heights childcare center needed to be relocated since the Laurel Heights site had been sold. True North: Our People
- 2) Conducted a comprehensive workforce housing demand study to forecast the quantity of campus housing units needed to accommodate staff interest over the next few decades. The study is the most comprehensive in the UC system and UCSF is breaking new ground as it opens up housing options for staff. True North: Our People
- 3) Engaged a tax attorney to provide guidance on how to best accommodate employees in below market rate campus housing; engaged CBRE to conduct appraisals of UCSF properties as part of complying with the tax guidance. True North: Resource Management & Stewardship.
- 4) Extended term limits for those living in campus housing from two to five years, meeting a goal set by Housing Services to provide campus housing to students and trainees for the full length of most academic programs. True North: Our People
- 5) Finalized MOU terms related to housing, transportation and open space (CLS areas) in the City's MOU with UCSF, and important milestone in the Comprehensive Parnassus Heights Plan approval and development process. True North: Resource Management & Stewardship.
- 6) Launched a home buying support program through Landed to accelerate home ownership opportunities for the many employees who are not eligible for UCOP's existing mortgage orientation program. Landed's program provides up to 10% down payment support, filling in the gap that is often the barrier to home ownership in the Bay Area. True North: Our People.
- 7) Integrated Housing Services Star Rez (leasing portal) into Touchnet (UCSF's ecommerce platform) to allow tenants to pay rent via an electronic ACH payment and to position Housing Services to save nearly \$500K in annual credit card fees. True North: Resource Management & Stewardship.
- 8) Completed five major Strategic Energy Plan (SEP) projects to save a total of 1,500,000 kWh/hrs in Electrical Savings, 8,200 Therm/yr in Thermal Savings and received \$414,900 in utility incentives. SEP projects included: replacing 40 old

- ULT freezers, PCUP steam equipment insulation, Sandler lighting retrofitting, CVRB air flow optimization, and Block 33 “Savings by Design” through a heat recovery chiller Installation. True North: Resource Management & Stewardship.
- 9) Transitioned most evening/night custodial shifts to daytime shifts to reduce operating costs. True North: Resource Management & Stewardship.
 - 10) Insourced landscaping services in compliance with new UC policies. True North: Resource Management & Stewardship.
 - 11) Selected Ricoh as the preferred printer / multi-functional device (printer, scanner, fax) vendor and received approval to work towards a policy that requires use of Ricoh across campus. The single-source agreement with Ricoh is expected to save \$2M over 5 years and provide improved services. True North: Resource Management & Stewardship.
 - 12) Served on the UCPath Client Advisory Group, representing the needs of both FAS and CLS and ensuring the new system worked for this large-scale workforce with many payroll, benefits, and leave complexities.
 - 13) Launched a sustainability marketing campaign to amplify ways that individual employees can contribute to UCSF’s carbon neutrality goal. True North: Resource Management & Stewardship.
 - 14) Launched new shuttle service from BART to Parnassus Heights, providing a convenient “last mile” connection that will reduce transit time for BART users and encourage more to leave their cars behind and use BART. True North: Our People.
 - 15) Designed new shuttle signs to improve understanding of routes and times and to amplify Transportation Services brand and professionalism. True North: Our People.
 - 16) Insourced valet operations in compliance with new UC policies. Although at a higher cost, especially when considering the cost of additional managers and training, this change enables Transportation Services to have a reliable work force for patient valet. True North: Our People.
 - 17) Completed the design phase of the new Block 34 parking garage, a new facility that will open in 2023 and service patients and employees in Block 33 and 34. True North: Resource Management & Stewardship.



- 18) Implemented the required 25% parking tax, including a communications campaign to drivers and a remittance infrastructure with the Controller's Office.
True North: Resource Management & Stewardship.