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We have undertaken significant positive organizational change throughout the Office of Administrative Services (OAS). We have seen restructuring in both the Facilities Management Division and the Division of Human Resources (DHR). As part of this restructuring, we have also established the Administrative Services Business Center that centralized many of the redundant business functions across the various departments within Facilities Management, DHR, and Parking & Transportation Services, resulting in many gained efficiencies in our operations.

While the organizational restructuring has been very effective and helped to improve our operations, it has just been one part of the cultural paradigm shift happening in OAS. We have evolved our “Excellence: Exceed Expectations” motto into a service philosophy “We impact lives everyday by exceeding expectations and creating WOW moments”. In addition we have developed four Guiding Principles, which are touched on in this report. All of this supports our goal of making the USF Office of Administrative Services the top place to work in Tampa Bay.

As Vice President, I have been concentrating on three things for employees in OAS: salary, benefits, and workplace environment. As I often say, these are “the three things that keep me up at night”. Over the past fiscal year we have made progress in bringing all OAS positions closer to market wage rates, and are still laser focused on this goal. OAS has also transitioned 21 OPS employees to full time staff status, which means they now have staff benefits. We are continuing to improve the workplace environment for OAS employees with projects like the new maintenance garage for the Bull Runner.

The Office of Administrative Services is on the move and our dedicated, competent OAS employees are impacting lives by exceeding expectations and creating WOW moments at USF. As you will see on the following pages, OAS has been doing some great things... from the new processes and tools being developed and implemented by the Division of Human Resources to new buses in our Bull Runner fleet to the many important construction projects being managed by our Facilities team. Maybe more important are the everyday responsibilities of the Office of Administrative Services like taking care of USF employees, keeping up the campus grounds and facilities, working to help ensure the safety of our campus community, and serving the transportation needs of the campus... all of the things that keep USF, a small city, running.

Calvin Williams, Vice President  
Office of Administrative Services
Excellence Program

In 2015, the Office of Administrative Services (OAS) developed our Excellence: Exceed Expectations motto, based on the idea that “to achieve excellence you must be competent in your job and perform at a level that will make people say ‘Wow!’”. Vice President Williams also laid out a goal for OAS to become “the top workplace in Tampa Bay”. This motto and goal served as the foundation for a paradigm shift in the culture throughout OAS.

In order to build and advance the Pillars of Success program, teams of forward-thinking employees – the Pillar Champions – were selected from volunteers across the different areas of OAS. Each Pillar has a four-person team plus an advisor from the OAS leadership team. The Champion Teams are responsible for developing and executing initiatives to support their respective Pillar. They also serve as points of contact and sources of information for the Pillar they are championing. They are active and engaged with their fellow employees, passionate about improvement and service, and act as agents of positive change. Pillar Champions serve for one year.

The top workplace in Tampa Bay!

Building on competence and “Wow” factor as the elements in our definition of excellence, we identified four “Pillars of Success” to support these elements and our goal of becoming one of the top places to work in Tampa Bay. The four pillars are: Communication, Technology & Equipment, Professional Development & Training, and Recognition & Awards.

Excellence Awards

The Excellence Awards recognize OAS employees who “Exceed expectations and make people say WOW!” Anyone in OAS (OPS, staff, and administrative employees) can be nominated. Anyone in OAS can nominate a fellow employee, some nominations are even submitted from USF employees outside of OAS.

Excellence Award winners are selected each quarter. Quarterly winners receive a certificate and a monetary award. Annual Excellence Award winners are selected from the group of quarterly winners and receive a monetary award and a small bull statue. Typically, 30 to 40 nominations are received each quarter. The Awards and Recognition Pillar Champion Team and Vice President Williams select the Excellence Award winners.
The OAS Pillar Champion Teams

Communication

Responsible for ensuring effective communication exists at all levels of OAS, the Communication Pillar Champions work to develop and implement ways to improve communication both upstream and downstream.

Technology & Equipment

In order to successfully do their jobs, employees must have the right technology and/or equipment. This team makes sure these tools are available and works with employees to identify needs. They bring deficiencies to the attention of OAS leadership and play an active role in finding solutions.

Professional Development & Training

This team promotes the value of professional development and training to perform at a higher level of service. They work to identify training needs and suggest opportunities that will help OAS employees realize their advancement goals.

Recognition & Awards

The Recognition & Awards Pillar Champions drive the OAS Excellence Awards program, develop and implement morale improvement programs, and ensure division and department level recognition needs are being met.

An Idea Proposal program was developed to better facilitate the submission of employee ideas. Once ideas are submitted they are assigned to a pillar team and, if viable, presented to leadership for implementation.

The Technology & Equipment pillar received an Idea Proposal to purchase a Megger. A Megger can pinpoint where a break in an underground line is so electricians only need to dig where the break is.

The Professional Development & Training Pillar worked with the Division of Human Resources to host Basic Computer Literacy classes that were open to all OAS employees.

The Recognition & Awards Pillar team took the lead in organizing the Employee Appreciation Day events on March 28th, 2018. Employees enjoyed pizza, games, and mingling with co-workers.
Employee Engagement

Quarterly Middle Managers Meeting
Organizational success relies heavily on the front line or “middle” managers, in OAS this is all of the management including Assistant Directors and below. Each quarter VP Williams holds a meeting with these managers to discuss and reinforce the direction of OAS and answer any questions and concerns they might have.

New Hire Meal with the VP
Vice President Williams hosts quarterly meals, either a breakfast or a dinner, with new hires to OAS. On-campus dining locations are used and attendees have an opportunity to meet other new hires and the Vice President, who delivers a short message and answers any questions the group may have.

Town Hall Events
Each quarter the Office of Administrative Services holds four town hall sessions at different times throughout the day to accommodate the schedules and responsibilities of our employees. Lasting about an hour to an hour and a half, the town halls include information about safety and emergency preparedness, a guest speaker, updates from each Pillar Champion Team, presentation of Excellence Awards, and a message from Vice President Williams.

Service Philosophy

The Office of Administrative Services has developed a formalized service philosophy program. This is an evolution of the “Excellence: Exceed Expectations” motto and still keeps in mind our goal of being the top workplace in Tampa Bay. After involvement from employees at all levels of OAS, the OAS Service Philosophy emerged:

We impact lives everyday by exceeding expectations and creating WOW moments.

Four “Guiding Principles” were created as part of the Service Philosophy program, OAS employees should always be:

Safe
- Safety is always paramount
- Ensure your safety and the safety of others in all activities
- Look for opportunities to enhance safety

Responsive
- React positively to all inquiries
- Answer inquiries in a timely manner
- Take ownership and follow through

Helpful
- Be welcoming and friendly, act in a courteous manner
- Look for opportunities to assist others
- Be resourceful: Find quick and clever ways to overcome difficulties

Competent
- Know your job
- Seek continuous learning
- Do it right the first time

Above: Vice President Williams makes some opening remarks at the first Service Philosophy training. All employees throughout OAS are required to attend a training session on the OAS Service Philosophy.

Opposite page: Vice President Williams poses for a photo with attendees following a New Hire Meal with the VP. The New Hire Meal with the VP happens once per quarter as part of the OAS on-boarding process.
The Facilities Management Division is an integral part of the Office of Administrative Services. The division has responsibility over campus planning, development, maintenance, enhancement, safety, the operation of USF’s buildings, grounds maintenance, and utilities as well as environmental health and safety, code enforcement, and emergency management.

Facilities Management’s objectives are carried out by experienced, professional employees within its six departments. These departments are: Design & Construction, Emergency Management, Environmental Health & Safety, Operations, Planning, and Services.

Christopher Duffy, Assistant Vice President, Facilities Management

The 1,562 acre USF Tampa campus has 249 buildings, over 16,000 employees, and over 51,000 students. The Facilities Management Division plays a key role in keeping this small city running.
Design & Construction

The Design and Construction department is responsible for in-house design and engineering services, major and minor construction and engineering project management, and project reporting. Major projects are projects that are 2 million dollars or greater while minor projects are anything under $2 million dollars.

- Selected a Design/Build Team to Replace the 4,600-ton Cooling Tower #5, replaced a 2,300-ton chiller (Chiller #9).
- Section 1 of the Laurel Drive extension was completed to support the opening of Phase I of The Village; Sections 2 & 3 of the Laurel Drive extension project have been designed and permitted, with construction to start August 2018.
- Following a light level study, crosswalk lighting was improved at various locations across campus.
- Completed the Library fifth floor remodel and learning enhancement project on-time and on-budget. The space is now the most utilized floor in the library.
- Successfully carried out the selection process to bring on board internationally-renowned architectural firm Morphosis to design the new USF Honors College building for USF. Also completed the site selection and initial program documents for the project.
- Completed initial studies for the Football Operations Building and Indoor Practice Facility. Conducted selection process for Architectural and Engineering team to design the facility worthy of a NCAA top-25 Football program.
- Relocated the USF Eye Institute into a remodeled space in the Morsani Clinical Building (MDH) to provide a state-of-the-art eye clinic.

Many projects are highlighted in the upcoming pages, the Design & Construction (DAC) team also worked on the following:

- Following Hurricane Irma, DAC oversaw damage assessment and recovery efforts that allowed classes to resume on the USF Tampa and USFSP campuses within 4 days of the storm and USFSM within 7 days of the storm.
- Selected a Design/Build Team to Replace the 4,600-ton Cooling Tower #5, replaced a 2,300-ton chiller (Chiller #9).
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Minor Projects

The Design & Construction department successfully executed approximately 250 minor projects, or construction projects less than $2 million. These include:

- Emergency Door Lock Systems
- ISA Code-Required Egress Modifications (planning and into construction)
- USF Cyber Center (planning and into construction)
- ISA Medical Engineering Laboratories (design)
- MDC Vivarium Roof Replacement
- BSN Lasher Center for Financial Markets
- NEC Classroom Renovations (For Revature)
- ATH Fishman Family Student-Athlete Enrichment Center
- MSC Solar Array Installation

The Lasher Center for Financial Markets is a 1,100-square-foot space equipped with a Bloomberg terminal, a stock ticker, and other upgrades to help today’s students turn into tomorrow’s investors.

The solar array on top of the Marshall Student Center has 1,045 solar panels capable of producing about 365 kW of DC power.
Facilities Management

Morsani College of Medicine + Heart Institute

The USF Health Morsani College of Medicine and Heart Institute is moving in 2019, bringing approximately 1,800 students, faculty and staff to live, work and study along the downtown waterfront as a key anchor at Water Street Tampa. The downtown site will position the medical school in proximity to USF Health’s primary teaching and clinical affiliate, Tampa General Hospital, as well as its world-class simulation center, the USF Health Center for Advanced Medical Learning and Simulation (CAMLS) and other surrounding facilities.

The announcement of the expansion of the Morsani College of Medicine into the downtown district is already producing a positive impact on recruiting top-tier students. USF has become the most selective medical school in Florida, with applications rising 40% since the 2014 announcement of the downtown move. With more than 30 applicants vying for each seat in the MD program, incoming student credentials have skyrocketed, and the MCAT scores for the past four entering classes were in the top 10% of all U.S. medical schools.

In FY 17-18, the contractor started construction, installed foundations, and is underway with a superstructure for the $173 million, 13-story, Morsani College of Medicine and Heart Institute building in downtown Tampa’s new Water Street district. The building is scheduled to top out in November 2018 and is proceeding on budget and on schedule for fourth-quarter 2019 completion.

Upcoming Project Milestones

- **October 2018** - Structural frame of the Morsani College of Medicine and Heart Institute will reach its highest point in construction.
- **November 2018** - Work on interior finishes begins and air conditioning is started up.
- **December 2019** - Substantial completion is reached, the building is ready for furniture to be moved in.
Facilities Management

The Village

Located on the north portion of campus, The Village replaced the Andros housing complex, which had served more than 50,000 students since being built in the early 1960’s. It features a combination of suite and traditional style residential beds, a health and wellness facility, an outdoor pool, a dining facility and retail spaces.

A public-private partnership (P3) was approved, with Capstone-Harrison Street, LLC (partnership of Capstone Development Partners, LLC and Harrison Street Real Estate Capital), for the $133 million development. The project represents the largest P3 in the history of the State University System (SUS) and the single largest housing project ever approved by the SUS Board of Governors.

In FY17-18, phase I of The Village, which included two residential towers, The Hub (dining facility), and The Fit (fitness center) were successfully opened. Phase II of The Village was completed in August of 2018. Additionally, eight legacy residential structures were demolished, paving the way for the project as well as the construction of new parking and a new road.

Phase II of The Village, which includes the remaining three residence halls and retail space, brings the total number of residents to 6,304, double what it was in 2000.
USF Grocery (Publix)

Publix began construction of a free-standing, 28,000 sq. ft. grocery store adjacent to the new Village residential area. The new store will be built at the southeast corner of Fletcher Avenue and North Palm Drive. The store will offer students, faculty, and staff indoor and outdoor seating areas, bike racks and sidewalk connectivity to the adjacent residence halls in addition to the traditional offerings of a Publix.

The planned opening for Publix is scheduled for late 2018. USF’s agreement with Publix includes a 20-year ground lease with six five-year term extensions, and that means decades to come of fresh produce, baked goods, and the occasional (or daily) “Pub sub” for USF students, faculty and staff.

“The entire campus community is thrilled and excited to welcome Publix – one of Florida’s most respected companies – to our campus”

USF System President Judy Genshaft

Campus Edge Enhancement

The Campus Edge Enhancement project better defines the campus limits from its surroundings. A more defined edge also increased safety and brand recognition for the university. Over 500 iconic USF mascot “Bull U” logos were custom made and placed at regular intervals throughout the steel fencing perimeter.

During FY17-18 all but one segment of the perimeter campus edge enhancement project was completed; the remaining section, located between Fletcher Avenue and the new Publix location, is being coordinated with the construction schedule of the new on-campus Publix.

Over 500 iconic “Bull U” logos were placed along the 4 miles of perimeter fencing that installed around the USF Tampa campus.
Facilities Management

Emergency Management

The Department of Emergency Management (EM) is a USF System-wide function based out of the Tampa campus that coordinates activities to protect, prevent, and mitigate against; respond to; and recover from disasters and emergencies affecting the University.

Emergency Management provides a unified approach to all public safety and emergency resources, provides effective and timely communications between all safety units, and serves as the USF System’s single point of contact and management for emergency and crisis situations. USF is committed to serving our students, faculty, staff, and visitors through a variety of preventative and responsive programs and services.

Areas of responsibility include, but are not limited to:

- Emergency Operations Planning
- Continuity of Operations Planning and program management
- Critical Infrastructure Assessment and Protection
- Emergency Notification Systems
- Emergency Response Operations and Coordination
- Public Outreach Initiatives
- Training and Exercises

The Facilities Management Service Center is under the purview of the Department of Emergency Management. The Service Center provides point-of-contact support to Facilities Management departments and responds to calls from faculty, staff, students, and visitors to ensure and promote a friendly, safe, comfortable and informed community.

In October 2017, the Department of Emergency Management and the USF Police Department hosted the second annual USF Campus Safety Day event. The event featured over 30 first responder agencies, university departments, and community partners. Additionally, as part of National Campus Safety Month, eleven safety related training courses were offered to the USF community.

1,200 USF Community Members received active threat training, nearly a 600% increase

144% increase in the number of exercises EM coordinated or participated in

The MDL Emergency Operations Center (EOC) was completed this year. The EOC was activated during the University’s response to Hurricane Irma.

200 USF Community Members Received Emergency Protective Actions Training

17 Outreach events were hosted by Emergency Management
USF Environmental Health and Safety (EH&S) supports the mission of the USF System while promoting success of students and the advancement of research; by protecting life, property, and the environment. EH&S supports the principles of safety, environmental compliance, and risk management and assists the university system community through education, hazard assessment, exposure mitigation, and the responsible management of hazardous materials.

During FY17-18 Environmental Health & Safety:

- Conducted 52 ergonomic evaluations for University employees
- Processed/coordinated 375 Workers’ Compensation related benefits claims
- Responded to/mitigated approximately 275 Industrial Hygiene/Occupational Safety issues and/or complaints (avg. ~23/month)
- Realized savings of approximately $25-30k/year for in-house materials testing (i.e. asbestos, lead based paint, mold, etc.)
- Completed 271 Fire Safety inspections, found 292 violations, 223 corrected (1.08 violations/inspection)

During FY17-18, EH&S replaced 39 mercury thermometers as part of their mercury thermometer exchange program.

William Banks conducts a fire safety training during Human Resource’s Take Our Daughter’s & Sons to work day event.

$188,094,610
worth of construction projects were inspected and permitted

47,064
Fire extinguishers were inspected

9,200
USF Community members went through EH&S Training

1,447
Safety/Compliance reviews completed for labs/studios/shops

151,262
pounds of regulated waste was managed, treated, and/or disposed of
Operations

The Operations Department is responsible for the maintenance and preservation of USF facilities and infrastructure assets in support of the university mission. Facilities Maintenance includes preventative maintenance and repair of all building systems including HVAC, fire safety, elevators, plumbing, and electrical; the Maintenance team also performs general building repairs. Infrastructure maintenance and the operation of utilities services includes primary electrical distribution, generators, street and traffic lighting systems, sewage systems, and chilled/hot/domestic water production and distribution.

Following, are some of the FY2017-2018 accomplishments of the Operations Department.

Operations employed a new strategy for the filter change out for HVAC systems. Filter conditions are checked utilizing differential pressure sensors instead of changing filters based on a schedule or visual inspections. This strategy helped reduce the number of filter changes and save approximately $80k annually.

To better serve the needs of the USF community, Operations initiated a swing shift in FY17-18 using Swing shift provided additional onsite coverage from 5PM to 12AM and reduced after hours response time by more than an hour. In FY17-18, approximately 1,075 afterhours calls were taken by the swing shift. Based on the success of the swing shift program, Operations developed and implemented a business plan to fund three permanent second shift positions. Second shift will help perform preventative maintenance work more effectively due to reduced occupancy, in addition to responding to afterhours calls.

The Operations Department developed an automated industrial water treatment program to replace the current antiquated method of chilled and hot water treatment being used. The program is performance-centric and will result in increased efficiency, reduced chemical use, and create a safer workplace environment. The program will employ state of the art digital treatment control capabilities, data management systems, 24/7 system monitoring, and zero contact bulk chemical storage.

Electrical teams employ infrared cameras systems to identify potential electrical faults and address them before they can effect USF campus operations. In FY17-18, this program identified seven potential faults using thermography. This helped Operations plan for and make the necessary repairs during off-hours.

Operations

Clint Franklin, Plant Maintenance Mechanic in Facilities Management, helps keep USF's infrastructure operating smoothly as part of Operations.

Building Maintenance

12,949 Processed Work Orders

11,545 HVAC Preventative Maintenance Work Orders

5,110 Keys were cut and distributed

Utilities Infrastructure

3,067 Completed Work Orders

16,325 Tons of produced chilled water for a peak demand

293 Million gallons of drinking water were produced
Facilities Management

(A) A concept drawing for the remodeling of USF Park on the Riverwalk in downtown Tampa. The park acknowledges the many contributions USF makes to our community. After first being unveiled in 2006 the USF Park on the Riverwalk has become a symbol of USF's connection to the Tampa Bay community. It was decided that a rebranding and update was needed for the park; the Planning team completed the redesign during FY17-18.

Planning

The Planning Department handles campus planning, sustainability, space management and analysis, and building information services. The department is responsible for the Campus Master Plan, building floor plans, campus maps and graphics, interior design, landscape design, signage and wayfinding, LEED certification and green programs, the Annual Capital Improvement Plan, as well as various special projects.

Campus Planning

The Campus Planning team manages many aspects of the USF campus property development, including the annual Five Year Capital Improvement Plan, new facilities programs, landscape design, the comprehensive Campus Master Plan process, Campus Master Plan Updates/Amendments, Campus Development Agreement, and coordination with the City of Tampa, Hillsborough County, and the City of Temple Terrace. Campus Planning provides the following services:

- Campus Master Plans
- USF Capital Improvement Plan Summary
- Campus Development Committee (CDC)
- Program, budget, and site analysis support for campus projects (PECO, CITF, Bond, etc.)
- Coordination of off-campus City/County projects
- Assistance with reports, issues, and questions related to leases and subleases

FY2017-2018 Capital Improvement Plan (CIP) Planning projects included:

- CITF Wellness Facility Program
- Cybersecurity/Data Center Facilities Program
- USF Riverwalk Park planning (A)
- Campus Signage and Wayfinding Study and preliminary budget
- Planned and designed National Pan-Hellenic Council (NPHC) plaza (B)
- USF Campus Recreation Riverfront Park concept studies
- Engineering Building II (ENB) potential addition concept and renderings
- Holly Drive closure concept studies
- 2017 & 2018 campus “Summer Spruce Up” projects
- Credit Union tree planting project
- Designs and cost estimates for various projects such as Sun Dome Landscaping, Bent Garden, St. Pete Marine Science Center Landscaping, and UPD flag pole with landscaping

Sustainability

The Sustainability team manages a portfolio of projects each year. Some of FY2017-2018 projects and awards included:

- Campus Recreation tennis and basketball courts as well as street lights and parking lot lights across campus have been converted to LED, funded by the Student Green Energy Fund (SGEF)
- Established the “Neutralize Bull Gas” program for reducing USF’s carbon footprint
- Tree mapping of all trees on campus - over 2,000 trees mapped in FY 17-18
- Reflective solar roof installed on the College of Public Health building (CPH), funded by the SGEF
- Installed 10 electric vehicle charging stations for parking lots and garages to accommodate 20 vehicles, funded by the SGEF (C)
- Obtained $18,271 in rebates from TECO for energy projects
- Green Globe certification for the Holly C, D, and G renovation project
- Provided in-house training to Facilities Management staff interested in obtaining LEED Green Associate certification
- Received “Tree Campus USA“ award for USF
- Received EPA Green Power Partnership award
- Coordinated the USF Arbor Day event

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Facilities Management
The Services Department is responsible for custodial services in 83 Education & General Expense buildings, grounds maintenance for approximately 500 acres, maintenance and repair of university vehicles, as well as waste management and recycling. The USF Post Office is also part of this department, which is responsible for providing mail service to students and employees as well as operating a full service post office that is open to the public.

The following accomplishments were made by the services department during FY17-18:

- Installed 76 new trees, of which about half are flowering varieties to add color to the campus.
- Upgraded the campus wide irrigation control system to a wireless, cellular based system allowing significantly enhanced control efficiency while greatly reducing the labor requirement for programming and scheduling. The new control system also reduced water and energy consumption.
- Began grounds maintenance of our newest residence halls at The Village.
- Since the start of 3rd shift in Building Services in November, the Floor Team has cycle cleaned 31 buildings.
- Over 3,800 plants were installed in preparation for Times Higher Education’s Young Universities Summit. This month-long project also included 3,000 sq feet of sod and 500 annual flowers. With the hard work of the grounds team, USF was ready to show off our beautiful campus to summit attendees from around the world.

The USF post office is organized into three teams that keep the operation running smoothly. These teams are: the Contract Unit, Permit Mail, and Dispatch & Distribution. All three teams work closely with each other, helping complete the day’s jobs and covering tasks when co-workers are out. Cross training is a must and everyone works hard. USF is thankful and lucky to have these amazing people doing what they do.

The Building Services Unit, with a staff of over 200 custodial employees, takes care of approximately 4.5 million SF across 83 E&G buildings on the Tampa Campus.
The Division of Human Resources (DHR) serves as a strategic partner to all university departments and provides professional expertise, advice, and support in the areas of recruitment, compensation, benefits, employee development, and employee relations.

USF’s diverse and talented workforce deserves an outstanding employee experience. The Division of HR serves to fully support the university in its goals, vision and mission.

DHR’s role includes USF system-wide strategic development of policies, procedures and programs for the core HR functions which includes USF Health and the campuses in Tampa, St. Petersburg, and Sarasota-Manatee.

DHR’s team of HR professionals work closely with our clients to provide responsive, appropriate guidance and support to strengthen recruiting and retention, employee engagement, performance management, and compliance, and other HR-related areas of focus. We take a consultative approach to our clients’ needs to ensure that solutions address and correct the root cause of concerns, rather than resolving only a portion of it.

“USF’s diverse and talented workforce deserves an outstanding employee experience.”
The Division of Human Resources (DHR) various departments work in cross-functional teams to achieve goals and successfully complete projects. This approach allows for more flexibility in addressing complex problems. The achievements on the following pages exemplify this team approach taken by the division.

**The teams established are HR Services, Total Rewards & Talent Development, Benefits, Class & Compensation, Compliance, and Technology. The groups consisted of employees from different specialties in HR and some accomplishments were collaborations between the teams.**

### DHR by the numbers...

- **1,303** Employees Participated in the Employee Tuition Program
- **1,794** USF and Florida Agency employees attended the 2017 Benefits Fair and Wellness Expo
- **3,087** Background checks were conducted
- **9,928** Hires or Rehires were processed
- **1,877** Jobs were posted
- **280** Job reclassifications were conducted
- **217** Employee promotions were processed
- **134** Retirement requests were processed through the State of Florida

### HR Services

The service center model is a team approach to providing excellent customer service through centralized, dedicated resources for HR actions.

- Established a process for secure, remote Level II background screening for candidates that fulfilled audit and practical requirements.
- Developed and implemented a web-based Total Compensation Tool that allows employees to easily estimate their total compensation. (A)
- Implemented new criteria, guidelines, and forms for the Volunteering at USF program to ensure compliance with state and federal laws.
- Developed and implemented new job opening and job offer webinars to maintain consistency and compliance with recruiting processes.

### Breakdown of Total Compensation for Staff

(A) Example of the Total Compensation tool’s calculations for a staff member. The Total Compensation tool can be accessed through usf.edu/hr.

- (Example: [Chart/Graph showing the breakdown of total compensation])
Rosemary Frusci, Senior Human Resources Specialist, conducts a Welcome to USF Orientation for new staff and administration employees. The redesigned program increases the employees’ level of engagement, and helps them feel more welcome, which sets the stage for early success in their career at USF.

- Developed the framework to enable regional HR offices, USF Health Office of Human Resources, and USF Health Office of Faculty Affairs, to upload and view their own HR documents as part of the larger development and implementation of a system-wide Electronic Document Imaging System for HR.
- Developed HR Policy and Functions Matrix.
- Ensured that USF System websites with HR information were accurate and linked to the DHR website.
- Conducted a review of USF Health positions with HR-related functions and began an analysis to recommend a streamlined, efficient HR model for USF Health.
- Expanded training room technology to improve distance learning.
- Redesigned the Fundamentals of Supervision leadership development program based on employee needs and feedback.
- Developed online sexual harassment training for employees and supervisors, with USF specific policy/procedural information incorporated.
- Redesigned the “Welcome to USF” orientation for new employees and implemented an online compliance training module.
- Created an automated process to greatly reduce manual entry for tracking online training completions (Canvas to GEMS).

Benefits
- Implemented numerous benefit program administration process improvements.
- Developed a solution for ensuring Employee Retirement Plan Contributions are reflected correctly on employee paychecks, implementation will occur 1/1/19.
- Researched and determined process changes and technical requirement for reporting leaves of absence to People First and the Division of Retirement.
- Implemented “Financial Wellness Wednesdays” to provide information on topics including financial planning, retirement, and investing.
- Added additional Wellness sessions focused on Medicare basics.

Class & Compensation
- Implemented Electronic Document Imaging to eliminate paper files.
- Reviewed new positions and reclassifications in order to document Fair Labor Standards Act and classification criteria.
- Developed a coding system for updated Board of Governors reporting criteria.
- Inactivated 4,000 positions that currently aren’t in use, resulting in better accuracy and reporting.
- Selected a consultant to perform a compensation assessment and program design in FY18-19.

Members of the Human Resources team showing their Bulls pride.
Division of Human Resources

Compliance

- Improved System-wide compliance with Florida Statutes and Board of Governors by enhancing identification of which positions should complete child abuse reporting training.
- Implemented an electronic sign-in system for clients visiting the DHR offices, improving efficiencies and compliance for records integrity.
- Revised USF offer letter templates to include compliance language and revised employee processes.
- Implemented an Family and Medical Leave Act tracking system that allows enhanced compliance monitoring for Federally mandated deadlines and tracking of actions and reporting.

HR Technology

- GEMS tax update testing automation.
- Process enhancements for Benefits data to and from People First.
- Job posting/recruiting template consolidation.
- Added new GEMS page to better track Workforce Authorization expirations.
- Added new GEMS pages to improve transcripts reporting.
- Created multiple new classification codes.
- Improved GEMS system access controls.
- Restricted access to Personally Identifiable Information (PII).
- Added row level security.

Message from Vice President Williams

Over the course of the last three years Donna Keener has led the Division of Human Resources (DHR), she and her team have effected incredible, hard-gotten, positive change in DHR. Much of what the DHR team has accomplished – and continues to accomplish – isn’t always readily obvious to the majority of the university community; but… it is critical to making not just the Office of Administrative Services (OAS), but the entire USF System, the top place to work in Tampa Bay.

DHR was an integral part of implementing the OAS “Excellence: Exceed Expectations” philosophy, then evolving it into the new OAS Service Philosophy and Guiding Principles. In addition to the significant impact this group has had on the culture change occurring in OAS, they are also implementing processes, programs, and improvements that will help USF attract the most qualified candidates, giving new hires a streamlined and informative on-boarding process, ensuring that employees have access to professional development and training resources, and providing helpful and timely assistance to those with HR related questions.

On July 23rd, 2018 the Division of Human Resources was moved from the Office of Administrative Services and now reports through a different executive leadership structure. I am so proud and appreciative of Donna Keener and the entire Division of Human Resources team. We will miss having DHR within OAS, but I know they will continue impacting lives, exceeding expectations, and creating WOW moments… helping USF attract and retain the kind of employees that enabled our university to achieve preeminent status.

Calvin Williams, Vice President
Office of Administrative Services

Members of Human Resources alongside VP Williams during the presentation of the Staff Senate’s Quiet Quality award to Dorothy Johnson (Center).
Parking and Transportation Services (PATS) is responsible for the USF Tampa campus parking facilities, parking enforcement, event parking, parking permit sales, operation of the Campus Information Center, and USF's self-operated transit system – the “Bull Runner”. PATS system is large and continually growing in order to support the ever-changing needs of a dynamic, premier public research university. We are committed to providing the USF community and our guests with information and guidance to help explore all available parking and transportation options and to help community members become familiar with and understand our parking rules and regulations.

The USF Tampa campus has four parking garages and 93 parking lots totaling approximately 20,527 parking spaces. The Bull Runner transit system consists of a fleet of 26 transit buses and four charter buses. The Bull Runner operates six routes, seven days a week across campus and to nearby off-campus locations.

“"The USF Tampa campus has 4 parking garages and 93 parking lots totaling approximately 20,527 parking spaces."
Parking & Transportation Services

Customer Service & Enforcement

The Customer Service team works on all aspects of permit sales, citation payments and appeals, and outreach efforts. A total of 107,857 parking permits were sold in FY2017-2018. These parking permits were issued to students, employees, visitors, contractors, special events, and other miscellaneous persons between July 1, 2017 and June 30, 2018. In addition to these parking permit sales, courtesy permits are also issued for a variety of reasons.

There were 33,508 financial transactions that occurred, in person, within the PATS office or the Campus Information Center. An additional 159,555 transactions were completed online. Financial transactions include purchase of parking permits, issuance of courtesy permits, or payment of citations. The Customer Service team also attended and presented at 58 new and transferring student orientations to educate incoming students and families on the parking regulations around campus.

New this year, PATS implemented the request to offer the option for Temporary OPS Employees to be able to purchase their parking permit using payroll deduction. Previously, these employees had to pay the full cost of the permit at the time of purchase using a credit card. As a result of the hard work of the team, effective July 2018, full time temporary employees in select non-student job codes will be allowed to purchase their permit via payroll deduction.

The Enforcement team is responsible for 4 garages and 93 lots with a total of 20,527 parking spaces. In addition, enforcement supports 917 parking spaces in Research Park as well as 2 garages and 3 parking lots for Moffitt.

A total of 60,589 citations were issued in FY2017-18. There were 33,038 warning citations and 27,551 citations issued. First level and 2nd level citation appeals are processed and handled through PATS. Individuals who submit an appeal after the 1st level may submit a second appeal to the USF Final Appeals Committee or the Student Government Supreme Court. In FY17-18 there were 5,511 first level appeals and 415 2nd level appeals submitted.

Toya Davis assists a customer in purchasing their parking permit via the new payroll deduction option for OPS employees.
Parking & Transportation Services

Special Events

In FY 2017-2018 the special events team coordinated several large events on campus. Some of the events were Bull Stock, The Young University Summit, USF Commencements, Engineering Expo, NCAA Track and Field, Steven Wozniak Event, Resident Move-In, and Resident Move-Out.

955 special events were coordinated by the special events team which is a 25% increase from the prior year. Of these 955 events, the special events team successfully coordinated arrangements for 18 basketball games, 10 concerts, and 68 camps. 13,832 special event permits were produced to accommodate different events across campus.

In support of events, 1,468 A-frame signs were used to assist with directional information and 2,968 traffic cones were used to distinguish designated parking for the events from common parking areas.

“In the special events team successfully coordinated arrangements for 18 basketball games, 10 concerts, and 68 camps.”

25% Increase in Special Events

13,832 Special Event Permits were issued

1,468 A-frame signs were Used for Special Events

2,968 Traffic Cones were Used for Special Events

Technology

The PATS team has invested in enhancing technology throughout the department to better address the needs of the USF Campus and community. One such investment was the Flex parking permit management software, which is the backbone of the department, was migrated to a vendor hosted, cloud based solution. This change allows the software and back-end databases to run on computer servers owned by the vendor that are always the latest and greatest servers. PATS can now perform upgrades on a regularly scheduled basis, and during non-business hours. This eliminates any disruptions to service and improves the client experience.

PATS expanded Parkmobile’s footprint on campus. With the use of Parkmobile, the PATS team was successful in increasing the availability of a mobile parking payment solution to 80% of all visitor-parking areas on campus. Parkmobile is an application that allows clients to pay for their timed or daily parking session directly from their mobile phone and offers the ability to extend time remotely. In FY 17-18 the technology was introduced to an additional 7,500+ daily spaces on campus.

PATS replaced 19 outdated pay stations with 17 new parking pay stations. The new pay stations have updated hardware and software installed allowing PATS to continue to comply with PCI regulations ensuring the protection of credit card information that belongs to our clients. Also, with the new systems, clients who purchase a daily permit no longer need to return to their vehicle to display their parking receipt. Once the customer initiates the parking session at the pay station, the system recognizes their vehicle as valid using their license plate as the identifier. Clients are able to save time and energy by not having to return to their vehicles, and USF is able to save paper by not having mandatory receipts.

Installing updated pay stations has also allowed PATS to deploy a feature known as ‘coupons’. Coupons are a method of payment that allows a client to pay for their parking with a code instead of their credit card. The coupon feature allows a USF department to pay for parking for their guests. The customer parks using the coupon code, and PATS then bills the USF department.

The first phase of License Plate Recognition (LPR) technology was completed with the purchase of a fuel efficient and environmentally friendly vehicle (Toyota Prius) and outfitted with the necessary hardware and software technology. LPR is a system of cameras and accompanying software placed in vehicles to scan license plates. This technology allows parking enforcement to be more efficient and cover the entire campus multiple times per day.
USF Parking and Transportation Services has converted a warehouse area to a two-bay state of the art bus maintenance facility. The bay replaces an outdated facility that could only accommodate one bus and did not have a lift nor the proper equipment. The bay can accommodate two buses to be worked on simultaneously and an area available to stage two buses. The maintenance bay is equipped with various modern equipment to include a high tech lift system. This reduces the time buses are out of service for repairs and gets the buses back in operational service thereby enhancing the client experience.

Transportation

The Bull Runner transit system provides a transportation service for USF students, faculty, and staff. The bus fleet consists of 26 buses running six routes seven days a week and had a ridership of 897,962. The average time between one bus departing and the next bus arriving at any given bus stop was 21 minutes.

USF Students, Faculty, and staff can track Bull Runner buses via the BullTracker™ system either online or through the mobile site. BullTracker™ provides real time information on bus locations and arrival predictions. Users may opt to receive text alerts for arrivals, detours and other information. 58,894 text messages were communicated via these alerts in FY 17-18. The Bull Runner website was visited 258,862 times throughout the year with the mobile site visited 1,643,604 times.

Bull Runner provides charter services to support USF initiatives. 169 charters were completed in 2017-2018. One strategic goal for PATS is to replace the aging Bull Runner fleet. In FY 17-18, two new buses were purchased and one bus was decommissioned, reducing the maintenance costs and down time of the vehicles.
The PATS maintenance team is responsible for the maintenance of all 93 parking lots, four parking garages, Parking and Transportation office buildings, Campus Information Center and Bull Runner bus stops. The maintenance crew is responsible for maintaining 37 trash cans located at bus shelters on and off campus three days a week as well as the 90 trash cans located the parking garages seven days a week throughout the year.

242 gallons of paint were used to maintain over 40 miles of striping and other painting projects within parking lots and garages. 14,908 square yards were repaired and repaved throughout several parking lots. In addition, over one ton of asphalt patch was used for pothole repair. 42 concrete car stops were replaced, and 52 linear feet of curb repairs have been completed. The maintenance team also installed, and/or replaced 384 parking signs across campus.

One major project completed was the Laurel Drive Garage Restoration. The following were completed as part of this project:

- Replaced caulking on the top and exterior of the garage.
- Replaced expansion joints.
- Top level shot blasted, sealed and restriped, and localized structural repair on the interior.
- Doors, elevator landing areas and stairwell hand rails painted.
- Entire interior of garage pressure washed.

In the spring of 2018, the bus shelter from the Magnolia bus stop relocated to a new location on East Holly Drive, replacing a decommissioned HART bus stop. Repurposing this bus shelter versus purchasing a new shelter was an estimated cost savings of $27,000.

In lot 23T, 400 linear feet of green flex mesh screening, sporting USF logos was replaced around the perimeter of the parking lot.

Collaborating with Facility Management, many landscaping projects were completed around all parking garages and the Campus Information Center to improve the aesthetics of these areas.