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**APPA'S HIGHEST INSTITUTIONAL HONOR**, the Award for Excellence (AFE) in Facilities Management, recognizes those educational institutions whose facilities management organizations demonstrate quality in overall operations and effectiveness. Only 34 institutions have received this distinct honor. The AFE award is based on a set of criteria, which include:

- Leadership
- Strategic and Operational Planning
- Customer Focus
- Information and Analysis
- Development and Management of Human Resources
- Process Management
- Performance results

Evaluation for the award consists of two parts: a self-evaluation addressing specific, stringent criteria, and a site visit by a team from the Professional Affairs Committee to confirm the accuracy of the self-assessment. Applying for and receiving the AFE is no small task for an institution. It takes teamwork from everyone within the facilities organization and requires coordination and motivation from the top levels of leadership.

This year, the Professional Affairs Committee reported one of the largest pools of applications for this award to date. Seven institutions applied for the award, and five were successful in their bids for excellence.

View past winners at <http://www.appa.org/recognition/excelwinners.cfm>.

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**CALIFORNIA STATE UNIVERSITY  
SAN BERNARDINO**

## **CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO**

BY TONY SIMPSON

*Tony Simpson is the senior director for facilities services at California State University, San Bernardino. E-mail him at [tsimpson@csusb.edu](mailto:tsimpson@csusb.edu).*

California State University, San Bernardino's Office of Facilities Services has one of the most scenic campuses in California. The spacious grounds and beautiful facilities are handsomely silhouetted by the San Bernardino Mountains. Modern buildings have left plenty of room for expansion, so greenery greets the eye everywhere. Any of the 16,500 students who attend academic classes at CSUSB will tell you that Cal State San Bernardino is a wonderful place to grow and develop.

Cal State San Bernardino's Facilities Services department maintains consistent involvement with the 23-campus university system's Quality Improvement program, using tools such as performance measurement, process improvement, and the balanced scorecard, designed for strategic planning of the department's goals. These tools aid the staff in determining whether standards are being met.

The Facilities Services Department's mission is to meet the increasing demands of a rapidly changing environment and provide services in a proactive, responsive, cost-effective and service-oriented manner that parallels and supports the university's strategic plan. Our employees are the backbone of this mission. We will strive to ensure that our employees receive appropriate training so that they are prepared for the demands of the future. Their ability to meet these demands enhances the department's and their individual reputations. We will encourage career and personal growth. Involvement with training, teamwork, trust, and respect are essential to our success. We will continually strive to improve our services, customer satisfaction, values and safety within the boundaries of our resources. The mission is to provide a quality and safe environment for our customers and employees and demonstrate stewardship of the physical assets of the campus.



**Staff from the Cal State San Bernardino Facilities Services department receive their Award for Excellence at APPA 2007 in July. The department maintains consistent involvement with the 23-campus university system's Quality Improvement program.**

The Facilities Services Department uses a balanced scorecard, which clearly defines strategic plans through four specific goals and their corresponding strategies:

- 1. Financial:** Provide efficient, cost-effective services and maintain campus facilities to maximize the life cycles of our physical assets.
- 2. Customer Perspective:** Deliver quality services that satisfy customer requirements.
- 3. Internal Process Perspective:** Design and implement more effective and efficient process.
- 4. Innovation and Learning:** Foster a learning environment where employees are encouraged to develop their skills to meet the demands of the future.

At least once a year, the Facilities Services leadership staff visits each building on the campus to meet with building occupants, walk building areas, and document concerns that need attention. A few weeks in advance of this visit, Facilities Services personnel send an e-mail to the building occupants inviting their participation and/or comments. These walk-throughs have proved to be most beneficial in establishing a rapport with facility users. For more than 17 years, the Administration and Finance Division, which includes the Facilities Services department, has visited all campus departments every other year to assess the campus perception of the service provided by the division. The feedback received during these personal visits is used to determine process improvements that can be implemented to enhance the level of service that we provide to our customers, as well as to identify the areas in which we are performing well. These department visits have become a part of our Balanced Scorecard quality program.



We use survey data as a process for self-improvement, always trying to refine and improve the services we provide to our customers. We also benefit heavily from APPA's Strategic Assessment Model (SAM) through validation of the various categories of higher education with those of our own university. Like other campuses, we consider the SAM an essential tool to achieve organizational excellence through continuous improvement. SAM enables us to assess our financial performance, primary processes effectiveness, and our ability to serve our customers in positive ways.

Although we have many terrific ways to recognize outstanding performance by individuals and groups, one of which we are most proud is our Facilities Services quarterly staff appreciation breakfast event. A team called the "Breakfast Club," composed of representatives from each of our departments, plans, and administers the event. Typically held during late morning four times a year, everyone gathers to be recognized for their valuable contributions and outstanding performance. Our university president and vice president for administration and finance always attend to thank everyone and present awards of recognition.

Cal State San Bernardino's Facilities Services department is extremely proud of all its employees who work so hard to maintain a quality campus environment. They certainly are deserving of this prestigious award. As Cal State San Bernardino President Albert Karnig says, "These are extraordinary people." Thank you, APPA. §

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## HARRISBURG AREA COMMUNITY COLLEGE

BY JOSEPH R. WOJTYSIK

*Joe Wojtysiak is the executive director of the facilities management department at Harrisburg area Community College in Harrisburg, PA. E-mail him at [jwojtysi@hacc.edu](mailto:jwojtysi@hacc.edu). This is his first article for Facilities Manager.*

**H**arrisburg Area Community College (HACC) in Pennsylvania is a vibrant, entrepreneurial community college serving 18,000 degree students and another 35,000 students in workforce development and community education programs. In 1964, the main campus at Harrisburg opened with three buildings. Today, the campus is recognized as a regional arboretum on 210 acres with 25 buildings.

Since those humble beginnings, HACC has expanded to a network of regional campuses:

- The Lancaster Campus opened its state-of-the-art, 60-acre, suburban campus in 2001 with a three-story main building replacing rented space used for more than a decade. Even as the doors opened, the building was at capacity. An academic building and a facility complex were added in 2004.
- The Lebanon Campus in the downtown central business district, literally rose from the ashes of a fire in 1990 to become an integral part of the city's revitalization program. The structure is highlighted by an impressive three-story glass lobby.
- The York Center opened in August 2005 with curved glass curtain walls, spacious classrooms and high-tech labs. The center opened with 900 students and by the fall of 2006 quickly grew to 1,400 students. This growth required expansion of the library and security department, as well as a computer lab, several classrooms, faculty offices, and an information technology center. Planning is under way for another expansion.
- The Gettysburg Campus, which moved to its current site in 1997, is an excellent example of adaptive reuse of



**HACC has expanded its regional campuses to enhance their programs and student services. APPA recognized their efforts with the Award for Excellence in July.**

facilities. A former strip mall, the college already has expanded beyond the initial space for academic programs and administrative offices to add space for the nursing program and faculty offices. A recent “Growing Greener” grant from the Pennsylvania Department of Environmental Protection will provide bio-retention islands, recessed plant basins and trees to prevent parking lot water runoff from entering a nearby stream.

- HACC’s Public Safety Center, located on the Harrisburg campus, annually trains more than 30,000 fire fighters, law enforcement officers, and paramedics, with programs ranging from one day to full semester courses. A certified General Motors training center offers certificates and associate degrees in automotive repairs.

HACC is known for excellent faculty, programs, and student services that provide an accessible, affordable, and quality education. Its facilities and campuses are equal or superior to those at major private universities. Educational courses are attended by both traditional and non-traditional students in such programs as healthcare, dental hygiene, workforce economic development, early childhood education, engineering, creative arts, computer sciences, culinary arts, business enterprise, and public safety.

The vision of HACC’s president has transformed the college from a stagnant institution nine years ago to one that has experienced nearly 70 percent enrollment growth since 2000, requiring six new buildings and several facilities expansions. Of the two new buildings at the Harrisburg Campus, one is LEED Gold, the other LEED certified.

The facilities department now has a vision for continuous improvement. There have been substantial changes in the way work is scheduled and performed with a focus to identify and exceed customer expectations. Ninety-five facilities employees maintain and provide superior service in 32 buildings with 1.3 million square feet on 275 acres. Strategic goals are to:

- Improve customer service through upgraded equipment and training,
- Improve communications through face-to-face customer contact, and
- Empower employees through a supportive environment. Surveys and managing-by-walking-around (MBWA) have proven to be the best methods of getting feedback.

Since more than 62 percent of students choose their college based on first impressions, our staff is well aware of the importance of providing beautiful settings and well-maintained, clean buildings in a safe environment. To be successful, we continually find out what customers desire, and show them how we can provide it to them better than anyone else.

**In the past, performance benchmarks either did not exist or were ineffective. Since 2003, a successful effort to function as “one college and one facilities organization” has provided the environment for effective change.**

In the past, performance benchmarks either did not exist or were ineffective. Since 2003, a successful effort to function as “one college and one facilities organization” has provided the environment for effective change. Current benchmarks include:

- completing customer work orders within one week
- addressing customer comfort calls within one hour
- achieving a minimum average of 3.3 on a scale of 1.0 (low) to 4.0 (high) from customer satisfaction surveys when rating maintenance, grounds, and custodial functions

APPA Level 2 guidelines are used for maintenance, custodial, and grounds staff. The maintenance standard is “comprehensive stewardship” where direction, equipment and building components are organized and where timely customer response is provided. The custodial standard is “ordinary tidiness” where floors are bright and clean, lights all function, and washrooms are odor-free and have clean fixtures. The grounds standard is “high-level maintenance” with very specific guidelines for turf care, floral plantings, fertilizer, irrigation, litter control, pruning, disease and insect control, and snow removal.

Coordinators are challenged to manage their shops as if they were their own businesses; being responsible for managing the work order backlog, scheduling assignments,

While HACC is the first community college in Pennsylvania—and second largest of the 14 in the state—it is also one of its best kept secrets.

managing shop budgets, handling personnel issues, and having an awareness of statistics pertinent to their shops.

College staff may enter a work order in the Web-based work order system. Customers receive automatic e-mail feedback when the request is received, when the request is converted to an assigned work order number, and when status changes to “complete.” Nearly 6,000 requests are received and addressed annually. Outsourcing is used when timely customer service may be affected and to supplement the workforce to perform various mundane, yet required, tasks so that staff can maximize their time on what they do best.

HACC is a member of the Central Pennsylvania Energy Consortium. Based on the volume of products purchased by

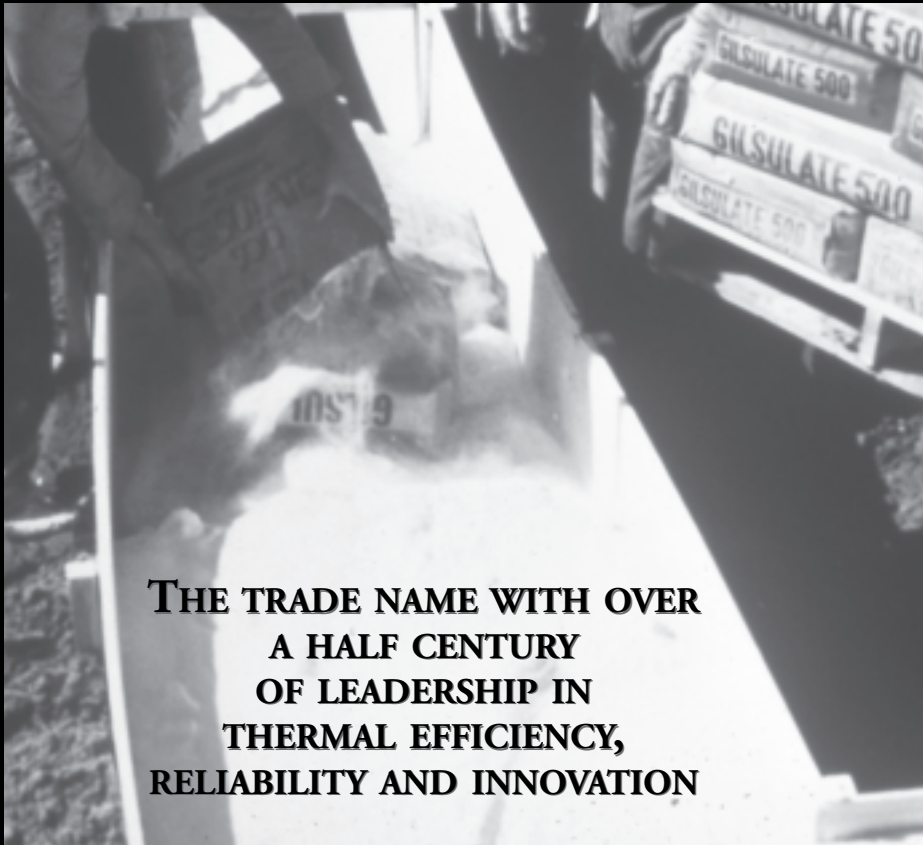
nearly 300 members, CPEC is able to leverage favorable pricing for fuel oils, gasoline, diesel fuel, and natural gas.

An initial guaranteed energy savings contract with Johnson Controls Inc. has been extended 10 years through 2015. Nearly \$2 million energy savings were realized during the initial contract period.

The Grounds Department strives for excellence with environmental stewardship. A composting area was created to reduce the use of manufactured fertilizers that could wash into a stream running through campus. A wood chipper is used to convert discarded branches into wood chips. In collaboration with the Chesapeake Bay Foundation and the Paxton Creek Watershed Association, an experimental rain-water retention and filtration area has been created to prevent automotive oils and pollutants from entering the watershed. A nature trail on what was previously a city dumping ground is part of the Capital Area Greenbelt that surrounds Pennsylvania's capital city of Harrisburg.

While HACC is the first community college in Pennsylvania—and second largest of the 14 in the state—it is also one of its best kept secrets. But, it's no secret why all of HACC's staff is proud and continues to be a highly motivated team dedicated to a great tradition and reputation. ¶

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## NORTH CAROLINA STATE UNIVERSITY

BY RON GROTE

*Ron Grote is the administrative officer in the facilities division at North Carolina State University in Raleigh, NC. E-mail him at [ragrote@gu.fis.ncsu.edu](mailto:ragrote@gu.fis.ncsu.edu). This is his first article for Facilities Manager.*

**N**orth Carolina State University is the largest of the 16 institutions in the University of North Carolina system, with more than 31,000 students and 7,000 faculty and staff. It is the system's flagship campus for science and technology. Along with its historic strengths in agriculture and engineering, the university serves all North Carolina communities through research, extension, and economic development activities.

The more than 800 Facilities Division employees proudly provide design, construction, maintenance, and operations services for the 2,200-acre main campus and more than 105,000 acres across the state. NC State employees take care of more than 12.4M gsf of space within 700 buildings on the main campus and another 1.0M gsf of space in 400 buildings across the state.

The Facilities Division strives to be the leading higher education facilities organization. Kevin J. MacNaughton, associate vice chancellor of facilities, says, "We in the Facilities Division consider our role in supporting the university mission as a vital underpinning and a noble endeavor. Our goal is to be the provider of choice for all facilities needs for the NC State community." Macnaughton's charge to us is to work based on our core values:

- I** Integrity
- C** Commitment
- A** Accountability
- R** Respect
- E** Excellence

With that goal in mind, the division works to set the standard for quality service by meeting frequently with customers to find out about their expectations, by reviewing customer surveys, and by studying ways to make things better. In the division's team approach, customers are an integral part of the decision-making process from beginning to end. The division continually evaluates its services and makes adjustments to exceed customer expectations.

The Facilities Division takes part in various university surveys and benchmarking programs to help in determining strategic plans. By making periodic, internal year-to-date comparisons, the division determines areas for improvement, whether that means the need for increased attention, better customer communication, or an adjustment in staff levels. During the past two years, the facilities division streamlined the organization to better meet customer needs, resulting in a leadership system that is easier for all to understand. The result is a better solution for the customer and elimination of duplicative efforts.

Responsibilities within facilities are highly delegated and an atmosphere of support without second-guessing is fostered throughout the organization. This empowerment coupled with clearly articulated division goals has created a workplace where employees freely make suggestions, take initiative and ownership of their area, and work in collaboration with sister units.

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**NC State's facilities division receives their Award for Excellence in Baltimore, MD at the APPA 2007 conference in July. Their core values of integrity, commitment, accountability, respect, and excellence ensure that they effectively provide all facilities needs on campus.**

The facilities division has developed the following detailed, enforceable standards to ensure optimum operational performance, well-constructed built environment, and well-kept landscape:

- Physical Master Plan Guiding Principles

- Design and Construction Guidelines (ensures design and construction work meets minimum standards)
- Supervisory Control and Data Acquisition (computer system for gathering and analyzing real-time data)
- Facilities Management Enterprise software (schedule and track maintenance tasks, manage building equipment inventories, consumables inventories, time and cost accounting, and individual building and campus-wide maintenance costs)
- ISES Facilities Condition Analysis Database (tool to manage the major deferred maintenance inventory and prioritize capital funding opportunities to correct deferred maintenance issues in the most cost-effective manner)
- Housekeeping Standard Operating Procedures
- Landscaping Standard Operating Procedures

In planning for the future of physical development on campus, the division gauges its success based on the clear goals of the University Physical Master Plan. The plan is updated every five years to ensure alignment with changing programmatic aspirations of the university. It receives ongoing scrutiny from the campus design review panel, the physical environment committee, and the board of trustees.

On the capital side, the Office of University Architect, Construction Management, and Design and Construction Services develop detailed schedules to plan and control all

construction projects. And even though the university has been undergoing a billion-dollar construction program—the largest in the university's history, the facilities division has ensured that the campus is neat by working closely with designers and contractors. Such efforts have minimized disruptions and virtually eliminated unsightly construction areas, prompting one of the university's deans to declare at a recent Board of Trustees meeting, "You would hardly know any construction is going on at all."

Facilities Operations aggressively maintains the building systems and the underlying infrastructure with the goal of 99 percent up-time for all equipment other than planned maintenance outages. Operating procedures are designed to minimize the disruption to occupants, programs, and research activities. Extensive communication protocols and service response procedures are in place through the on-call and emergency management programs to provide 24-hour attention to service needs.

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The Facilities Division strives to be the leading higher education facilities organization.

Utilities and Engineering Services is transforming the delivery of thermal utilities, steam, and chilled water across main campus by rebuilding and consolidating the campus steam infrastructure to operate at a single pressure and by expanding the chilled water distribution to provide access to more buildings.

The building maintenance and operations and utilities services departments maintain dedicated maintenance crews within each campus zone. The zone crews concentrate on mechanical, electrical, plumbing service, and repair work. The repair and renovation department maintains central shops to provide service for the entire university. These shops work closely together and often rely on the expertise in another shop to complete the required work.

Housekeeping and grounds management departments schedule their own regular cleaning and maintenance work. Housekeeping maintains a work-loading program that balances housekeeper workloads according to square footage and space use. Grounds management maintains dedicated crews that are sized according to the regular needs of predesignated campus zones.

The NC State's facilities division is committed to a results-oriented approach to campus services and strives to achieve the highest levels of service to maintain the stewardship of the university's facilities. We acknowledge that the key to our success is a dedicated, loyal, and motivated staff that takes pride in their accomplishments and the successful delivery of our mission. We fully recognize that our success is based on the perceptions of campus faculty, staff, students, and visitors. Our core values of "I CARE" demonstrate our commitment to our role in supporting the mission and vision of the university. §



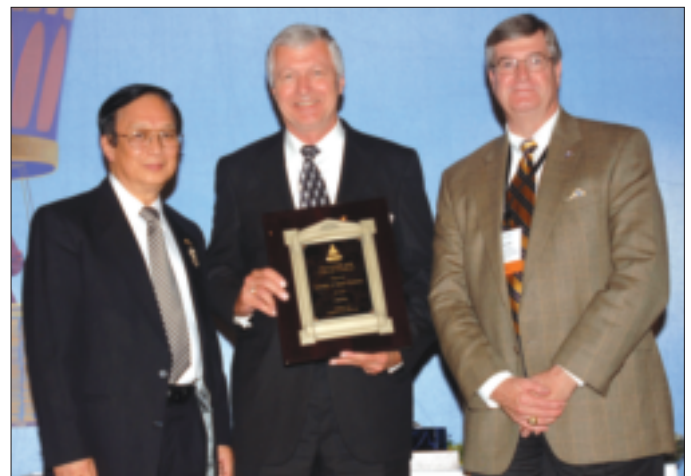
## UNIVERSITY OF CENTRAL OKLAHOMA

BY ROBERT H. NALL

*Robert Nall is the assistant vice president for facilities at University of Central Oklahoma in Edmond, OK. E-mail him at rnall@ucok.edu. This is his first article for Facilities Manager.*

The facilities management functions exist to support the University of Central Oklahoma's (UCO) mission, vision, values, and long-range plans by providing excellent facilities and services enabling students to achieve an education without disruption or distraction, while feeling a strong sense of community and support. Each department has a clearly defined mission statement on its webpage and in the Customer Service Guide, along with an explanation of its organization and services provided. The departments regularly communicate to customers, partners, and stakeholders the status of projects and future construction and renovation projects.

In the past few years, UCO has made substantial changes in the daily operations and oversight of the facilities management functions. Facilities services encouraged changes in the staff's attitudes and work habits, to ensure the "right people were on the bus." With an invigorated staff, a new automated work management system (FAMIS), and a focus on customer service, upper management allocated available funding first to infrastructure needs and deferred maintenance, rather than



*The University of Central Oklahoma facilities management staff accepts their Award for Excellence at APPA 2007 in July.*



aesthetic enhancements. Focusing on customers' needs and conducting customer satisfaction surveys helps the team identify shortcomings and opportunities, and then implement necessary changes. As the first organization to experience UCO's LEAN process (where we learned to streamline our operations and reduce work time, paper, and costs), our team reduced the work backlog from over 3,000 open work orders to less than 400. This led to faster response time and greater customer satisfaction.

The establishment of a partnership with Johnson Controls, Inc. to update HVAC systems via a performance contract was

one of the most important decisions made. Where there had been inoperable and inefficient systems, UCO made strategic investments to provide reliable and effective systems. After spending over \$14M on four phases of performance contracting work, UCO now has state of the art, efficient systems producing sufficient energy savings that repay the loans obtained to pay for the work initially. In just over three years, the university has saved over \$3.8M in utilities costs. In 2005, UCO was a Southern Association of College and University Business Officers' Best Practice Grand Finalist for this achievement.

We also began reviewing our APPA and NACUBO counterparts' best practices to become even better at our jobs. We adopted the T.O.P.G.U.N. employee orientation and training program from the University of Florida and made it UCO specific. The program made a significant difference in the attitudes and professionalism of our staff.

UCO is pursuing many sustainability initiatives for financial savings and for protection of our environment and facilities for future generations. Over a year ago, UCO became the first university in Oklahoma to begin purchasing 100 percent of its electrical needs from wind power sources. This saved over \$50,000 the first year, while reducing our carbon footprint. The effort earned UCO the EPA's Green Power Partnership status. In addition, our next new facility, the UCO Forensic Institute, will be LEED certified.

UCO's motor pool staff initiated a self-directed research, design, development, and construction of their own processor for conversion of used cooking oil from the campus central cafeteria into bio-diesel fuel. The fuel powers our diesel equipment on campus, greatly reduces the pollutants produced, and saves over one-third the cost of our diesel fuel needs. This project won the National Association of Fleet Administrator's (NAFA) Quality Idea Award in 2007.

The inventory and receiving staff not only maintains and operates a surplus property showroom allowing reuse of campus assets, they also conduct eBay auctions which bring proceeds back to the campus, rather than throwing away or giving away used furniture, vehicles,

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and equipment. UCO won the 2007 NACUBO National Innovation Award for these sustainability related issues.

With new partnerships, new programs and enhanced training, UCO's Facilities Management Division staff members are the key to our success. The staff has demonstrated their initiative, motivation, positive attitudes, teamwork, and professionalism time after time. Knowing they are the heart of our customer service organization, we honor and celebrate our employees with various awards throughout the year through our Employee Recognition Program. We also make UCO Leadership Training, the Character First training program and customer service training available to them for professional development. §

**The University of Central Oklahoma's Facilities Management Division vision** is for the university to be a premier campus community with exceptional facilities and services. Our mission is to provide benchmark facilities and services, which support the education mission of the university. The core values are:

- **Customer service:** Providing services above and beyond what is expected
- **Stewardship:** Taking ownership responsibilities for maintaining and safeguarding our facilities
- **Facilities Excellence:** Using resources wisely to provide facilities of the highest quality
- **Integrity:** Doing the right things for the right reasons
- **Teamwork:** Working together toward mutual goals
- **Professionalism:** Treating others with respect and civility



## UTAH STATE UNIVERSITY

BY EILEEN CAMPBELL

*Eileen Campbell is the director of business services for facilities business services at Utah State University in Logan. E-mail her at [eileen.campbell@usu.edu](mailto:eileen.campbell@usu.edu). This is her first article for Facilities Manager.*

Utah State University's main campus is located in Logan, Utah. USU was founded in 1888 and continues as a land-grant institution. USU offers educational opportunities to over 23,000 students utilizing 7,000 acres and more than 200 buildings. The USU Facilities Organization maintains over 6 million gross square feet on the main campus and employs 270 full-time employees.

The Utah State University Facilities Organization is led by an associate vice president, who is responsible for creating an environment where all can learn, grow, and contribute at their full potential. The AVP directly oversees a staff assistant, human resources specialist, and the efforts of four directors:

- **Director of Facilities Operations/Maintenance:** Ensures all buildings and systems are functioning. Responsible for all energy systems and automated controls (e.g., temperature) as well as all crafts and trades (plumbing, electricity, etc.), custodial maintenance, landscape operation and maintenance (LOAM), and moving and event scheduling.
- **Director of Planning:** Specializes in looking ahead to plan capital, in-house development, improvement, and master planning.
- **Director of Design and Construction:** Responsible for the design and construction of capital development, capital improvement, facility modification, and other projects.
- **Director of Business Services:** Manages all financial matters in the department and also oversees campus services, such as recycling, surplus sales, and motor pool.

The mission of Utah State University is to "be one of the nation's premier student-centered land-grant and space-grant universities by fostering the principle that academics come first, by cultivating diversity of thought and culture, and by serving the public through learning, discovery, and engagement." The mission of the Facilities Organization

Facilities' considers customer service critical to long-term organizational survival in this era of outsourcing and privatization.

is to help the university by "sustaining and enhancing the physical environment of Utah State, enabling students, faculty, and staff to pursue education, and research, and their application in the community." The Facilities vision is to pursue excellence in all facilities-related roles.

The mission and vision statements of the Utah State University Facilities Organization have been in place for longer than 15 years and core values were defined eight years ago. These values are taken extremely seriously throughout the Facilities Organization. They are reviewed in an administrative retreat, discussed throughout the organization, and are a vital component of the new employee orientation. During periods of difficult decision making, Facilities leaders check to ensure that the decisions made are in alignment with these core values. Core values are the hub of department operations, and it is imperative that they are communicated among all levels of employees.



*Staff from the Utah State University facilities organization received the distinguished Award for Excellence in Baltimore, MD during the APPA 2007 Back to the Future conference.*

Leaders strongly encourage the principle of pushing decision-making to the lowest level. The general philosophy is that technicians run the day-to-day business and make the operational decisions that facilitate the most efficient operation. All employees are encouraged to make their own decisions. This teaches them to be responsible for their actions and helps them to develop self-direction and common sense.

Facilities' considers customer service critical to long-term organizational survival in this era of outsourcing and privatization. It is important to the Facilities Organization that communication occurs between technicians and customers. After a project is completed, a technician must contact the customer and fill out a work order ticket that affirms that they finished the job satisfactorily. The customer must communicate with the technician before the work order is considered finished. Similarly, when an in-house renovation project has been completed, the manager of projects and engineering personally contacts the customer and has them fill out a survey.

Dialog between building users and facilities includes the sharing survey results and the reporting of annual operating, maintenance, and utility costs by building and/or department. These meetings provide an opportunity to discuss the roles and responsibilities of facilities personnel, as well as the fiscal constraints imposed on the Facili-



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The USU Facilities Organization produces an annual strategic plan that outlines short-, intermediate-, and long-term goals. These goals are developed according to input received from customers and employees, as well as current trends, and reflect the mission, vision, and core values of Facilities.

ties Organization. Throughout the process, the staff is encouraged to implement continuous quality improvement and quality control programs to work “smarter,” and make preventive maintenance a priority.

The USU Facilities Organization produces an annual strategic plan that outlines short-, intermediate-, and long-term goals. These goals are developed according to input received from customers and employees, as well as current trends, and reflect the mission, vision, and core values of Facilities.

Safety policies and procedures have been established, written, and communicated to all staff. USU Facilities created a Safety Coordinator position dedicated to the safety and health of Facilities employees. There is an environment where

safety is tailored to meet the employee's needs and where communication and training are ensured.

A safety incentive program was developed and implemented to motivate facilities employees to invest in the entire safety effort. The program was made to reward and recognize employees who follow proper safety regulations and company procedures.

USU Facilities believes that receiving the APPA Award for Excellence is a reflection of the great employees who are contributing every day to its excellence. §

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