

# HACC, Pima CC, and CU-Boulder

Win the

# 2012 AWARD

for *Excellence*



**A**PPA's highest institutional honor, the Award for Excellence in Facilities Management (AFE), recognizes those educational institutions whose facilities management organizations demonstrate quality in overall operations and effectiveness.

The three most recent recipients—Harrisburg Area Community College in Pennsylvania, Pima Community College in Arizona, and the University of Colorado-Boulder—were honored at the awards banquet during the APPA 2012 conference held in July in Denver, Colorado.

Since the AFE Award's inception in 1988, when Brigham Young University and the Medical College of Georgia became the first recipients, fewer than 50 institutions have received this distinct honor.

The Award for Excellence is based on a set of criteria that include:

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

- Process Management
- Performance Results

Evaluation of the award applications consists of two parts: a self-evaluation addressing specific, stringent criteria, and a site visit by representatives from APPA's Professional Affairs Committee to confirm the accuracy of the self-assessment. Applying for and receiving the AFE is no small task for an institution. As you will read in the following pages, it takes teamwork from everyone within the facilities organization and requires coordination, motivation, and support from the top levels of leadership to be a successful facilities operation and to win the APPA Award for Excellence.

The deadline for applications for the 2013 Award for Excellence is January 31, 2013. Successful candidates will be honored at the APPA 2013 conference August 2-4 in Minneapolis, Minnesota.

To apply and for more information, visit: [www.appa.org/recognition/awardsforexcellence.cfm](http://www.appa.org/recognition/awardsforexcellence.cfm).

To view past AFE winners, visit: [www.appa.org/recognition/excel-winners.cfm](http://www.appa.org/recognition/excel-winners.cfm).



## HARRISBURG AREA COMMUNITY COLLEGE

By Joseph R. Wojtysiak, MSA, CFM, CEFF

*Joe Wojtysiak is senior director, Harrisburg Campus Facilities Management Department, for the Harrisburg Area Community College, Harrisburg, PA. He may be reached at jrwojtys@hacc.edu. HACC also won the AFE in 2007 and is the only institution to have twice received the award.*

Nearly 50 years ago, Clyde Blocker and Jim Evans envisioned a need to provide affordable, quality educational opportunities for residents living in Central Pennsylvania. Their vision and efforts were successful in creating Harrisburg Area Community College, the first of 14 community colleges in Pennsylvania. HACC's devotion to the individual and the community stems directly from its mission to foster educational, cultural, workforce development, and economic growth of the college service areas. The existing site, a former landfill, was donated by the City of Harrisburg and is now classified as an arboretum. Since being established on February 14, 1964, HACC has grown requiring four additional campuses and a large virtual campus.

### MOTIVATION FOR APPLYING: "IT'S ALL ABOUT THE STAFF"

Our primary motivation for submitting for the Award for Facilities Excellence was to gain recognition for staff at the five campuses performing the day-to-day tasks, which might go unnoticed and/or unappreciated. It's about the night shift cleaning crews, the carpet and floor tile staff, and the staff who clean the parking lots before anyone arrives. It's about the HVAC and electrical technicians who perform the critical preventive maintenance tasks so the lights and receptacles function and so the learning and office spaces are comfortable. It's about the staff who maintains the attractive grounds which communicates a non-verbal message of "welcome to our campuses." However, the award and recognition goes

beyond the Facilities organization and includes all the other staff (i.e., security, information technology, purchasing, administration, and many more) who support the college and work behind the scenes.

Another motivation was to have HACC, among the largest in size of the more than 1,400 community colleges in the United States, be recognized both nationally and internationally for being an outstanding community college.

And a final motivation was to market and elevate the facilities profession as being stewards of the physical plant and playing a strategic role with the recruitment and retention of students.

### ABOUT HARRISBURG AREA COMMUNITY COLLEGE

HACC, Central Pennsylvania's Community College, is a vibrant and entrepreneurial community college serving nearly 23,000 traditional and non-traditional students, and 5,300+ virtual students in distance education/online courses, at the five campuses located in Harrisburg, Lancaster, York, Gettysburg, and Lebanon. The college has a reputation of excellence in faculty, academic programs, student services, and workforce economic development, and offers nearly 200 degree, certificate, or diploma programs. Noncredit courses are offered in areas such as job training, customized company contracts, public safety, technology trades, computer training, travel, and personal interest/hobbies/health.

In Central Pennsylvania, HACC is the largest provider of nursing and allied health professionals, law enforcement, and other public safety personnel.

About a third of HACC's students transfer to a large number of four-year colleges across the country. The remaining two-thirds study for a career leading to employment after earning an associate, certificate, or diploma.



HACC's York Campus Cytec Building.

The appearance, maintenance, and cleanliness of our 23 major buildings of more than 1.3 million gross square feet, and located on the 275 total acres, contributes significantly with the recruitment and retention of students. Students and parents experience a campus environment that is attractive, exudes safety, and feels like home.

#### ABOUT THE FACILITIES MANAGEMENT ORGANIZATION

In 2007, after addressing issues identified in the 2004 APPA Facilities Management Evaluation report, HACC became only the second community college to ever receive the Award for Excellence, and in 2012 became the only institution to receive this prestigious award more than once.

The Facilities Management Department supports HACC's quest for student excellence by providing this safe, attractive, and functional environment in a way that exceeds our customers' expectations. "It's all about the students," and we actively support Student Life, the Student Government Association, the student newspaper (*The 4<sup>th</sup> Estate*), and numerous student clubs. Horticultural students not only complete their practicum requirements working with our Grounds & Arboretum staff but, from a student perspective, provide ideas for continual improvement of the

campus environment. A vision for continuous improvement and creating an environment for employee empowerment is an ongoing process and has become a way of life within the facilities organization. Employees are not only encouraged but expected to make decisions on their own. Consistency exists at all campus facility operations using standard operating procedures developed using APPA Level 2 maintenance, grounds, and custodial guidelines. The potential of \$260 million of, at LEED Silver minimum, new construction, major renovations, and maintenance projects are identified in the College Master Plan.

Of the 16 FMD personnel in key positions, seven have completed

the Institute for Facilities Management, four are in various stages of completing the full curriculum, and the four others are expected to begin their APPA training experience.

HACC is committed to sustainability, conservation measures, and energy reduction. Facility staff keep current by participating in the Central Pennsylvania Energy Consortium, Pennsylvania Environmental Resource Consortium, Keystone Chapter of APPA, International Facility Management Association, and Richards Energy Group, and utilizes the Metasys building management system to regulate HVAC and lighting at all campuses. The Harrisburg campus is currently receiving and analyzing individual building electricity, natural gas, and water meter reports.

#### MOVING FORWARD

HACC has and will continue to adapt to the needs of its students and to the needs of the community. Challenges are expected to continue economically, with quickly evolving technology, and student expectations. HACC is positioned to meet whatever the challenges and to maintain its outstanding reputation for educational, cultural, and workforce development. It will be supported by the Facilities Management organization who are committed to facilities excellence, continual improvement, and providing the environment for academic success.



### PIMA COMMUNITY COLLEGE

By William R. Ward II

*Bill Ward is assistant vice chancellor for facilities at Pima Community College, Tucson, AZ. He may be reached at [wward@pima.edu](mailto:wward@pima.edu).*

Receiving the high honor of APPA's Award for Excellence places Pima Community College (PCC) alongside other learning institutions such as the Smithsonian Institution, University of Michigan, University of Oklahoma, Duke University, University of Florida, University of California Berkeley, and the United States Military Academy (West Point). International schools have also received this award, such as Memorial University of Newfoundland (Canada) and Griffith University (Australia). As I had stated at the awards banquet during the APPA 2012 conference, we are deeply honored to receive this recognition,

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and to be one of only three community colleges to receive this award is truly special.

PCC is one of the largest multi-campus community college systems in the United States. PCC's six campuses and education centers include nearly 1.7 million square feet of facilities and 539 acres of land and about 1,500 full-time employees and academic programs that serve more than 75,000 students.

The District Facilities Department is a 250-person unit (in-house/contract employees) responsible for all district facilities operations and related issues including areas such as: facilities planning and construction, real estate management, industrial maintenance and repair, energy management, environmental health and safety, emergency planning, staff management, purchasing, fleet management, district warehousing, mail, and the management and oversight of an operating budget of \$18 million and a capital budget of \$30 million.

The leadership and management team is a tight-knit group of experienced professionals from a wide background of knowledge, skills, and abilities in all facets of the facilities management profession. Our goal is to construct, operate, maintain, and repair safe, functional, and attractive facilities for students, faculty, staff, and visitors.

The facilities team is dedicated to helping the college achieve its vision of **providing access to learning without the limits of time, place, or distance**. The mission of Pima Community College is to **develop our community through learning**. The facilities team is wholeheartedly supportive of the college values of accountability, diversity, innovation, integrity, people, and quality. All of the work of the facilities department is geared toward accomplishing the college goals:

1. To improve access to all college programs and services.
2. To provide excellent teaching and responsive student services.
3. To prepare a highly skilled workforce.
4. To create student-centered partnerships with colleges and universities.
5. To provide effective developmental and adult basic education.
6. To create partnership with business and industry, the local schools, government, and other constituencies, and that enhance the community.
7. To foster responsible civic engagement.

The entire PCC team is proud to be a recipient of the APPA Award for Excellence and look forward to maintaining our facilities in a manner that reflects the prestige and honor of this award. The award definitely speaks to the effectiveness and dedication of the facilities management team in supporting the college's mission.

We will also continue to take full advantage of the tools/training that the APPA organization has to offer to help prepare our facilities team for the future. Our senior leaders will set direction



Pima Community College's Desert Vista Campus.

and establish customer focus, clear and visible values, and high expectations in line with campus mission, vision, and core values.

In conclusion, we are constantly vigilant in our goals of reducing all of our utility waste and costs in order to operate in a sustainable manner. The college Facilities staff and our dedicated business partners will work together to ensuring that all of our district facilities are constructed, operated, and maintained at the highest level possible. We will also do our best to inspire the people in our organization and create an environment that stimulates personal growth, development, learning, innovation, and creativity.

#### OTHER KEY ACHIEVEMENTS

- Received the Historic Preservation Award in 2012 from Tucson-Pima County Historical Commission and Historic Preservation Foundation for awareness and preservation of historic sites, structures, districts, and character of the City of Tucson, Pima County, and the City of South Tucson.
- Critical contributor to the development and implementation of the 1950s-era Neon Signs Tucson Rehabilitation Project "Art Walk." Received the 2012 Governor's Heritage Preservation Award.
- Spearheaded a successful drive-in symposium for all Arizona community college facilities management teams to meet and discuss best practices, efficiencies, and lessons learned. Article published in May/June 2011 *Facilities Manager*.
- Received Exemplary Practices Award in 2010 from Community College Business Officers Association for developing a replacement plan and installation of a new state-of-the-art modular central plant that resulted in a savings of \$2 million. Article published in March/April 2011 *Facilities Manager*.
- Facilities received the highest rating of all areas from the 2010 PCC Institutional Climate Survey.
- Created the College's first Emergency Response Plan and developed training courses to improve the safety skills and awareness of Pima personnel.



## UNIVERSITY OF COLORADO-BOULDER

By Lisa Potter, CEFP

*Lisa Potter is interim director, facilities operations, at the University of Colorado-Boulder, and chair of the RMA Membership Committee. She may be reached at [lisa.potter@colorado.edu](mailto:lisa.potter@colorado.edu). This is her first article for Facilities Manager.*

Facilities Operations is one of three divisions within the University of Colorado-Boulder's Facilities Management department. After a previous executive director retired and the decision was made not to replace that position, the department was run by the three division directors: Ron Ried, director of business services, Paul Leef, director of planning, design, and construction, and John Morris, facilities operations director. Before John retired earlier this year to accept the position of associate vice president for facility services at Northern Arizona University, he applied for the APPA Award for Excellence to ensure that the hard work and efforts of his team were recognized.

This submittal was distinctive since it was submitted for just one division of the Facilities Management department instead of the entire department. However, credit goes to all divisions within Facilities Management since it truly was a collaborative effort and could not have been accomplished without the input and support of the other divisions. John Morris was so dedicated and enthusiastic about the progress of Facilities Operations that he completed the 44-page award submittal while he was away from work for a month. Under his exemplary leadership, the Facilities Operations division solidified as a team that is dedicated to providing service excellence.

A few key highlights from the award submittal follow.

### LEADERSHIP

The Facilities Operations management team moved the department to exceptional levels of service awareness. University of Colorado-Boulder is fortunate to have the services of this dedicated and hard-working team.

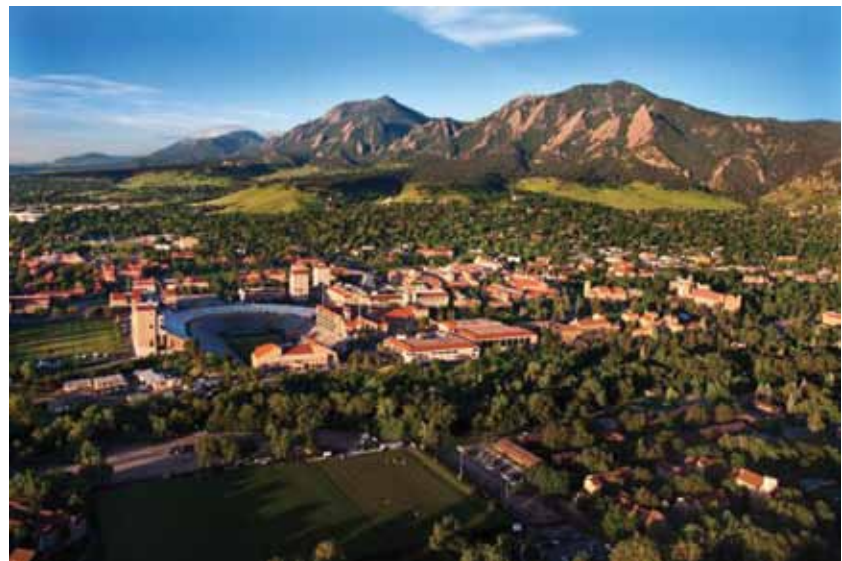
- Strategic goals, defined focus, and vision allowed dedicated leaders to make an organizational change that focuses on service delivery, preventive maintenance as a foundation in which to continuously improve the buildings' performance,

staff development, data-based decision making, continuous process improvement, and responsible fiscal management.

- The Facilities Operations management team worked hard to develop a strong level of trust by members of the department's workforce. This high level of trust allows for open communication, respect for individuals, and enhances the organization's ability to communicate effectively.
- Management focused on providing leadership training to our supervisory staff. State of Colorado Supervisor Certification classes, APPA Supervisor's Toolkit, and APPA Leadership Academy Track I are just a few examples of courses delivered to staff on campus.

### STRATEGIC AND OPERATIONAL PLANNING

- Annual strategic goals were developed, called "Programs of Emphasis," for each functional service area of the department. The list is quite comprehensive and ambitious and represents a mix of strategic and tactical goals. These strategic goals were developed by the Facilities Operations senior leaders with collaboration and input from the various unit supervisors and feedback from key campus customers.
- Facilities Operations staff participate in the design review



University of Colorado-Boulder.

process, building construction process, perform both code and quality inspections, and are involved in the commissioning process in partnership with Planning, Design, and Construction.

- Facilities Operations has policies and procedures to ensure continuity through all levels of service. Cross training of all employees is encouraged such that a specific skill set is not limited to a single employee.
- The work order process and key performance indicators (KPIs) are defined in a procedural manual and reviewed with all new employees.

## CUSTOMER FOCUS

- *Promote a Customer-Focused Culture* is one of the Programs of Emphasis. There are numerous tactics that consider feedback from the customers. This information is collected via small customer focus groups and with input from the director's meetings with the campus deans, administrators, various department heads, and key campus customers.
- The Facilities Operations division has a collaborative and reciprocal relationship with most of its customers and peer service providers. The relationships developed are strong and the department has received high marks for its responsiveness, quality of work, and overall campus appearance.
- The department's computerized maintenance management software (FAMIS) provides notification to service requestors on the status of their work and is capable of alerting customers to complete a survey when a work order is completed. Customers are sent an e-mail confirming receipt of a work request and another when the work order is closed.
- Customer service training is provided to the staff, and the department leaders work diligently to set the expectation of a customer-driven service culture.

## INFORMATION AND ANALYSIS

- KPIs are routinely reviewed by senior management to monitor department performance and to adjust services or processes as needed.
- The department uses benchmark tools such as the APPA Facilities Performance Indicators (FPI) survey and report, and the Sightlines analysis.
- University of Colorado-Boulder uses the AASHE STARS assessment model for tracking its sustainability efforts. Facilities Operations staff is actively involved in the implementation and tracking of programs such as energy management; water conservation; carbon emissions tracking; renewable energy; zero-waste initiatives including recycling, reuse, waste minimization, and composting; and fleet petroleum reduction.
- The building automation system, Andover, is routinely used to troubleshoot and improve building efficiency and is a critical tool in commissioning and re-commissioning of building systems, and in optimizing building system performance.

## DEVELOPMENT AND MANAGEMENT OF HUMAN RESOURCES

- The Facilities Operations division has a strong training and

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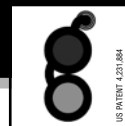
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development program for all employees. Each position has a training plan in place and the top priority programs are included in a three-year training plan.

- Safety policies and procedures are written and in place. Safety training takes place during the beginning weeks of employment and periodically throughout the year. Developing a safety culture is a value that is strongly encouraged and supported by department leadership.
- There are several recognition and award programs in place. There are some spot awards, monthly and quarterly awards (for both individuals and teams), and annual employee recognition and awards issued at the annual summer picnic.

**PROCESS MANAGEMENT**

- Facilities Operations is currently in the process of implementing shop planner/schedulers in each work unit. The goal is to streamline the scheduling process, anticipate and proactively plan repair work, order materials, coordinate directly with customers, participate in process improvement, and ensure data integrity.
- An inventory management control committee is in place and defines bench stock, manages inventory in the shop areas, and manages truck stock.

- Team cleaning approach and the Breeze software helps to define and revise service schedules. All custodial teams have well-documented service cards defining their daily and weekly tasks.

Our department is committed to continuously working to optimize our resources to support the university goals and mission. We chose to become more efficient and effective and are looking forward to re-applying again in five years. Thank you for the opportunity—we were so honored to win this award.

One final thanks to John Morris for submitting the application for the award and for his leadership over the past seven years. We would like to acknowledge some of his efforts:

John brought awareness of our deferred maintenance needs to campus administration and the Regents; he helped us adopt reporting metrics for better management of our work processes; he ensured we invested in our staff; he increased safety awareness and professional development; he implemented preventive and planned maintenance programs, as well as many other initiatives. We were honored to have him at the University of Colorado-Boulder as a strategic director, leader, and friend. ☺

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