

Texas Tech & University of Arizona *Win APPA's* 2013 Award *for* Excellence

APPAs 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 two most recent recipients—Texas Tech University in Lubbock, Texas, and the University of Arizona in Tucson, Arizona—were honored at the awards banquet during the APPA 2013 conference held in August in Minneapolis, Minnesota. This year APPA celebrated the 25th anniversary of the Award for Excellence.

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 includes:

- 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 2014 Award for Excellence is January 31, 2014. Successful candidates will be honored at APPA's Centennial Celebration July 21-23, 2014 in San Diego, California.

To apply and for more information, visit: www.appa.org/recognition/awardsforexcellence.cfm.

To view past AFE winners, visit: www.appa.org/recognition/excelwinners.cfm.

—Steve Glazner



Texas Tech University

By Joanie Clendenning

Joanie Clendenning is administrative assistant for the operations division at Texas Tech University, Lubbock, TX. She can be reached at joanie.clendenning@ttu.edu; this is her first article for Facilities Manager. Texas Tech also won the AFE in 2001 and 1990 and is the first institution to have received the award three times.

Founded in 1923, Texas Tech University is located on the South Plains of West Texas and carries the distinction of being the largest comprehensive higher education institution in the western two-thirds of the state of Texas. As the second largest contiguous university campus in the U.S., Texas Tech has more than 1,100 faculty members and more than 32,000 students hailing from every county in Texas, all 50 states, and more than 90 foreign countries. Tech offers 150 undergraduate degree programs through 11 academic colleges, a graduate school, and a school of law.

The main campus is a rich cultural asset featuring Spanish Renaissance architecture with grounds of 1,843 contiguous acres and a gross square footage of 7.6 million square feet. In addition to academic facilities, the campus includes two central heating and cooling plants, which provide heating and cooling services through over seven miles of underground tunnels. Texas Tech University is a community that believes in the potential of its students, faculty, and staff members to lead the world because... from here, it's possible.

LEADERSHIP

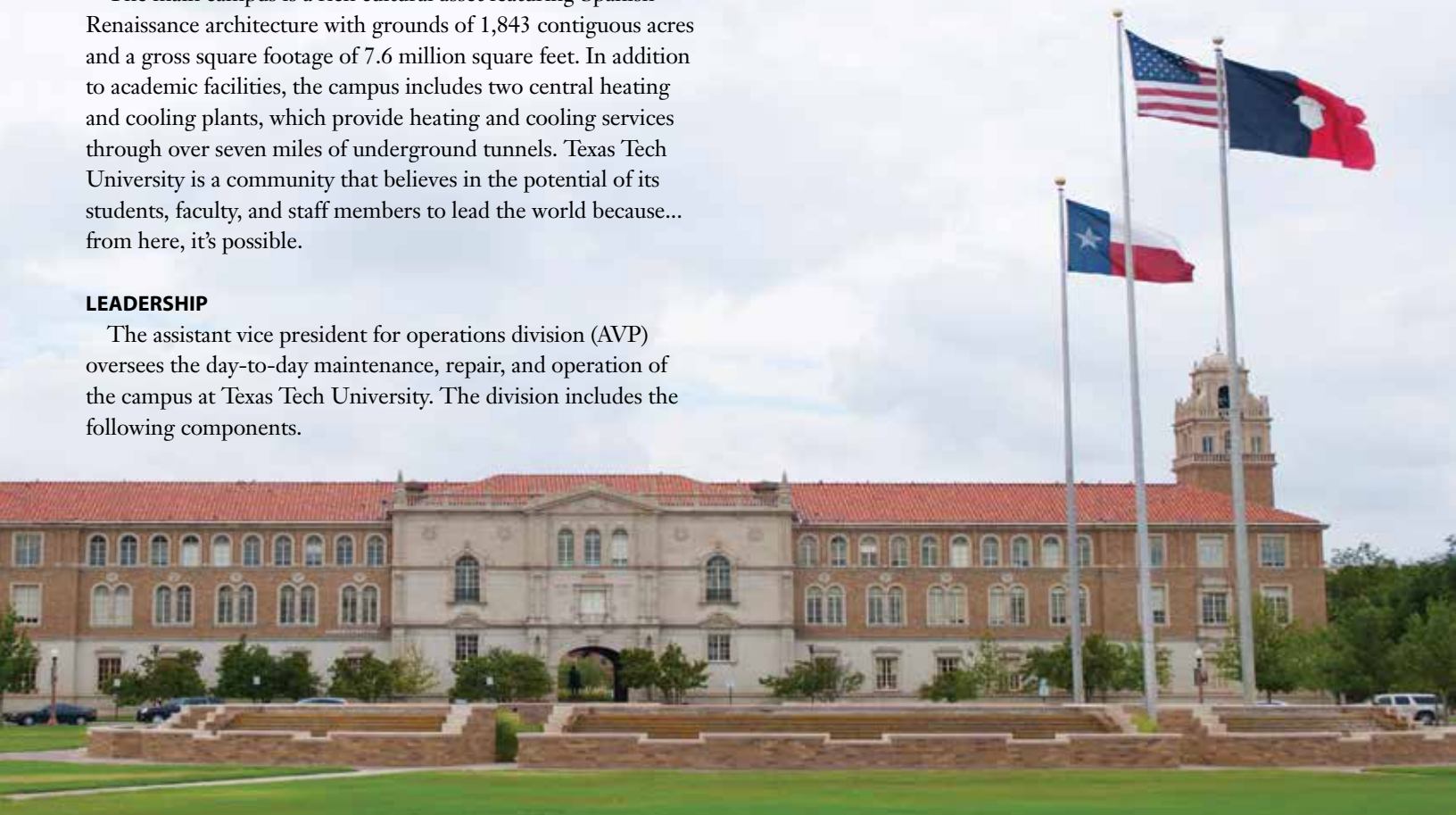
The assistant vice president for operations division (AVP) oversees the day-to-day maintenance, repair, and operation of the campus at Texas Tech University. The division includes the following components.



Hugh Cronin accepts the AFE from Mary Vosevich on behalf of Texas Tech.

Director of Engineering Services: Provides services to execute limited engineering, architectural and interior design, perform technical analysis, project cost estimates, construction inspection, project management, and contract management.

Director of Building Maintenance and Construction: Responsible for the maintenance and repair of education and general (E&G) building structural, mechanical, utility, and electrical



infrastructures. Services are tailored to meet the changing needs of our students, faculty, and staff who occupy a wide variety of facility types.

Director of Business Services: Provides financial and budgeting services to include utility cost distribution, central warehouse, central shipping and receiving, purchasing, and storage facilities.

Director of Services: Ensures daily custodial services are available to E&G buildings, provides contract custodial services to auxiliary facilities as required, maintains the university's vehicle fleet, operates a vehicle rental fleet, and provides trash retrieval and disposal throughout campus.

Director of Utilities: Provides manufactured utilities to the campus and Health Sciences Center in the form of steam, chilled

water, compressed air, and treated water. CHACP #1 serves the main campus and CHACP #2 serves the Health Sciences Center and University Medical Center. This department also includes emergency maintenance, which deals with after-hours maintenance support and continuous environmental control.

Director of Grounds Maintenance: Provides an aesthetically safe and functional campus for all students, faculty, staff, and the community.

Director of Planning and Administration: Manages university Facilities Inventory and reports Facilities Inventory to the State. Maintains campus base maps and building floor plans, provides recommendations and automated systems that can be used to monitor and manage departmental facilities information, and tracks research projects and facilities associated with each project.

Energy Manager: Plans and administers all long- and short-term aspects of the university's energy management program. Provides professional expertise, knowledge, capability, and continuity in support of Texas Tech's Energy Management Plan. Identifies opportunities for optimizing energy usage on campus and makes recommendations for energy conservation measures to reduce energy costs.

Sustainability Coordinator: Advocates for sustainability practices and facilitates interaction and collaboration among various groups on campus. Identifies, promotes, and



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monitors sustainability initiatives. Prepares and disseminates information in print and electronic media on and off campus.

STRATEGIC AND OPERATIONAL PLANNING

Operations Division provides building and service environments conducive to achieving the highest standards of excellence in teaching, research, and public service activities. To achieve this goal the division is continuously engaged in the development and implementation of a strategic plan. This plan includes the strategic objectives and assessments for each department.

The “living” plan requires review and update on an annual basis. Development and review of the strategic plan encompasses input from all areas and levels of the organization, and feedback from the campus community. Input for the plan is attained through regularly held staff meetings, customer surveys, and verbal interactions with staff and customers.

We are committed and strive to practice the following values on a daily basis:

- Customer Service: anticipate the needs of our customers and meet or exceed customers’ expectations;
- Integrity: be honest and foster integrity in others;
- Mutual Trust and Respect: treat everyone with courtesy and respect;
- Professionalism: maintain the highest standards of excellence in every endeavor;
- Stewardship of Resources: use resources effectively and efficiently; and
- Work environment: maintain a safe work environment for all employees and visitors.

CUSTOMER FOCUS

All areas of the Operations Division measure customer satisfaction as a means of setting the strategic direction for determining whether customer needs and expectations have been met.

Customer satisfaction surveys are collected for the following assessments:

- Quality of services provided to BMC customers via customer evaluations on finished service calls/work orders.
- Percent of service calls/work orders completed within time goal.
- Quality of BMC project completions via customer service appraisals.
- Quality of services provided by Custodial Services via customer service appraisals.
- Quality of services provided by Vehicle Rental (Services section) via customer service appraisals.
- Quality of services provided by Vehicle Maintenance (Services section) via customer service appraisals.
- Quality of services provided by MailTech (Business Services section) via customer service appraisals.
- Percent of project Opinion of Probable Costs (Engineering Services section) returned to customers within designated time.
- Percent of scheduled project designs (Engineering Services section) completed per month.
- Number of days between mechanical failures for all elevator cars (BMC section).
- Number of valid elevator entrapment calls (BMC section).
- Quality of services provided by Central Warehouse (Business Services section) via customer service appraisals.





Left: The UA Facilities Team celebrates their AFE win.

Below: Chris Kopach, right, and staff accept the AFE in Minneapolis.



The University of Arizona

Facilities Management Department

By Christopher M. Kopach, CEFP

Chris Kopach is assistant vice president of facilities management at the University of Arizona, Tucson, AZ. He can be reached at ckopach@email.arizona.edu. This is his first article for Facilities Manager.

CULTURE TRANSFORMATION INTO ONE TEAM

The University of Arizona resides in Tucson, Arizona, the Grand Canyon State. Like hiking the Grand Canyon, the quest for excellence started with one step along the trail to transforming the Facilities Management Department into One Team and receiving the 2013 Award for Excellence.

The University of Arizona Facilities Management Team is very proud to be selected for APPA's 2013 Award for Excellence. The 550-member team maintains over 11 million square feet of building space and over 350 acres that are classified as an Arboretum. The University of Arizona is rated a top ten Research University with over 40,000 students and over 15,000 employees.

The transformation of our department started three years ago with the commitment of all leaders to follow the **Ten Commandments of Leadership**.

1. Treat everyone with respect and dignity
2. Set the example for others to follow
3. Be an active coach
4. Maintain the highest standards of honesty and integrity
5. Insist on excellence and hold your people accountable
6. Build group cohesiveness and pride
7. Show confidence in your people
8. Maintain a strong sense of urgency
9. Be available and visible to your staff
10. Develop yourself to your highest potential



APPA AND THE U OF A FACILITIES MANAGEMENT TEAM HIKING TO THE TOP

Along the trail, The University of Arizona Facilities Management Department embraced the One Team concept with all our units from custodial services, grounds, trades, utilities, support services to the management staff all working as One Team and One Facilities Family. Having the right team members, in the right positions, has allowed everyone to be successful.

In creating this successful team we have utilized the vast tools that APPA provides:

- APPA Institute for Facilities Management
- Leadership Academy Training
- Supervisor's Toolkit
- Scholarships
- Networking Connections
- Drive-In Workshops
- Webinars
- CEFPP/EFPP Certifications

With APPA's proven training record and some of the best instructors in the field, APPA has provided the knowledge to develop our future leaders and enhance the skills of our current leaders. This resulted in the benefit of providing solid professional leadership to the hard working employees of the University of Arizona Facilities Management Department.



TRAILS ANALYZED AND IMPROVED WHILE HIKING TO THE TOP

While hiking to the top, the entire department was analyzed through a SWOT analysis and follow up improvement meetings. Total Quality principles are used to meet with staff routinely to seek input on improving the overall operation and Plan-Do-Check-Adjust methods are used to improve all processes.

Luis Rocha, Associate Director of Facilities Management, who oversees the Custodial Services, Grounds, Recycling, Moving/Setups, Work Control and Garage/Motor Pool, assisted in conducting detailed reviews of his operation to improve the overall efficiencies and effectiveness of these operational units. Purchasing practices were reviewed and streamlined to reduce cost and reduce steps. Our Custodial and Grounds staff understand how important first impressions are to our students and their families and work extremely hard and efficient to create a beautiful campus.

Rodger Barnard, Assistant Director of Maintenance and Renovation Services, assisted in analyzing his operation and doubled the amount of Renovation Services work performed on

campus within the first two years. The ability to increase work load during budget cuts was critical in providing a cost-effective means of renovation work to the campus community.

During this period a **Keyless Access Program** for the entire campus has been implemented. With the completion of Phase III and the beginning of Phase IV in the near future, this program will allow for all entrance doors to be locked down in case of an emergency.

Richard Knott, Assistant Director of Building Systems and Utilities, assisted in the complete review of our entire utility system, equipment, contracts, capacity loads, and projections. Included in this review was the complete overhaul of our entire metering program of over 800 chilled water and steam meters. With the support of the meter team, four software programs were implemented to review all meters on campus, provide variance reports, electronic billing and allow all equipment to be computerized.

Simon White, Assistant Director of Business Services, and his staff have provided detailed financial analysis to make sure every dollar is being used as effectively and efficiently as pos-

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sible. This analysis consisted of an annual O&M review, benchmarking to see how efficient the department has been running, and some financial opportunities to reallocate funds to address deferred maintenance and preventive maintenance. All data is also reviewed to make sure cost reductions are being achieved.

John Powers, Manager Informational Technology, and his staff have led the department down a number of trails to review how technology can make our Facilities Management Department even more efficient. From iPads for our utility staff to iPhones for maintenance staff to track quality assurance inspections, the use of technology continues to be integrated in everything we do. New computerized portals have been developed to track over 10,000 work requests a month to measure areas and timely responses.

Jenna Elmer, Assistant Director of Human Resources, and APPA Emerging Professional and Supervisor's Toolkit trainer, has brought her positive attitude and tireless work ethic to our department and continued developing an Apprenticeship Program to address the loss of 60 percent of skilled trade positions in the next ten years. In addition, she has assisted in developing an outstanding customer service program, **FM CARES**, which is focused on providing outstanding service to our customers.

Mark St. Onge, Superintendent of HVAC, Plumbing, Maintenance, and Plants and APPA Emerging Professional, is a true success story within APPA. Developing through the years and taking on more responsibility, Mark has attended the APPA Institute, Leadership Academy, and the Emerging Professional training.

Administrative Support Staff led by Renee Cota have provided the professionalism and quality of work expected of an APPA Award of Excellence Team. This is evident by the detailed administrative project support provided by Kathia Gin, along with the support provided by Veronica Castro, Alejandra Zell, Hope Bejarano, and Andrea Lawyer to their leaders by providing quality customer service and timely reporting. The ability of our support staff has been critical in taking the right trail for positive and timely results.

ONE TEAM ALL ON THE SAME TRAIL TO THE TOP

As One Team, the University of Arizona Facilities Management Staff continues to work together to improve processes, run our department as effectively and efficiently as possible, and provide outstanding customer service while utilizing APPA's support during this journey.

Thank you U of A Facilities Management and APPA! ⑤

Awards Deadline: January 31, 2014
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