Facilities and Services

Facilities and Services
A Decade of Excellence
2009-2019
The New Mexico State University (NMSU) Las Cruces campus sits on 625 acres, enrolling more than 14,000 students from 49 states and 89 foreign countries. NMSU is a NASA Space Grant College and a Hispanic-serving institution serving a multi-cultural population of students and community members across the state at five campuses, cooperative extension offices located in each of New Mexico’s 33 counties, and 12 agriculture science centers. NMSU is truly a reflection of the region’s vibrant communities.

NMSU brought new leadership to Facilities and Services in late 2008. We began with the criteria for the APPA Award for Excellence and submitted our organizational plan as the OutLine For Excellence. We measured our progress regularly, and after seven years of keeping these goals in our crosshairs, we felt that our organization was worthy of applying for this distinction. We were honored with the APPA Award for Excellence in 2016.

Over these past years, we color-coded our OutLine For Excellence with periodic updates using this legend:

X.X Criterion
- 2008 Initial plan
- Updates 2010-2011
- Updates 2012-2013
- Updates 2014-2015
- Updates 2016-2017

For our submission, we added a summary underneath each criterion and have continued the practice. On behalf of the men and women of FS, we are proud to share our journey.
1.0 LEADERSHIP

The Facilities Organization’s senior leaders should set direction and establish customer focus, clear and visible values, and high expectations in line with campus mission, vision, and core values. Leaders inspire the people in the organization and create an environment that stimulates personal growth. They encourage involvement, development and learning, innovation and creativity.

1.1 Leadership Roles and Responsibilities are Clearly Defined.

- Organization charts will be published on the OFS website and departmental web pages will be created.
- Organization charts are published and refinements to the content of the web pages are being implemented.
- An effective methodology for content management is the next goal.
- The web pages have been transitioned to WordPress and content editors are identified.
- A process is being developed to keep org charts up-to-date at all levels by using the “import” feature in Visio.
- Org chart responsibility has transitioned to FS HR for efficiency.

New Mexico State University (NMSU) Facilities and Services (FS) consists of the Project Development and Engineering group that manages both capital construction and small remodel projects for the NMSU System; Facilities Operations, which is responsible for the physical operation and maintenance of the main campus; and Environmental Health Safety and Risk Management, a unit charged with environmental compliance, safety, and risk management across the NMSU System, which includes twelve Agricultural Science Centers and four Community Colleges.

Facilities Business Administration provides oversight of the financial and business operations, the Sustainability Manager makes sure that sustainable practices are incorporated into all of our activities, and the University Architect and Campus Planning office oversees the NMSU Master Plan* and space management initiatives. The Fire Department provides fire protection and emergency response, and the Fire Chief serves as the Authority Having Jurisdiction (AHJ) for our Las Cruces campus facilities.

NMSU Facilities and Services places a premium on “roles and responsibilities,” as we believe that a large organization must have the discipline to work together as a unified team and hold one another accountable to be successful. Over the past seven years, Facilities and Services has had the opportunity to merge the Office of Planning and Construction and the Office of Facilities and Services for efficiency, and subsequent reorganizations added Environmental Health and Safety as well as the Fire Department to develop synergies. Organization charts, responsibilities, and departmental functions are posted on the websites as is information about the services that each unit provides. All position descriptions are published on the NMSU website. Facilities and Services is funded to provide most routine maintenance services for educational facilities and charges for non-maintenance improvements and services upon request as well as for all services provided to research units, auxiliaries, and athletics. A list of billable and non-billable services is provided on the Facilities and Services website.

We practice the independent segregation of duties in accordance with standard business controls; this allows for Environmental Health Safety and Risk Management to maintain oversight of safety and environmental compliance for all of our units, for the Fire Department AHJ to oversee code compliance for construction and the trades, and for the Business Administration staff to hold everyone accountable with proper but not suppressive controls.

* Note: words in bold font indicate that supporting documents will be provided.
1.2 The Leadership System is understood by and communicated among all Levels. The Leadership system includes mechanisms for the leaders to conduct self-examination, receive feedback, and make improvements.

- In addition to frequent group and departmental meetings, a formal employee satisfaction survey will be taken, and employee feedback will be used to identify areas of strengths and weaknesses.
- An employee satisfaction survey remains as a goal for FY 2012; annual employee meetings have been instituted, as have regular visits to the shop meetings by management personnel.
- An employee satisfaction survey was conducted in 2013, will be conducted again in 2014, and will be redone bi-annually to track progress.
- FS has continually addressed the issues in the employee engagement surveys as well items brought forward by numerous external consultants and reviewers.
- FS conducted a 360-degree Supervisory Review for top-level leadership and plans to alternate this survey every other year with the employee engagement survey.

NMSU Facilities and Services employs numerous strategies to set organizational direction and tone. We continuously seek feedback from employees, from external customers, and from faculty, students, and staff, as well as from the research, academic, and administrative unit leadership. As leaders, we stress continual improvement by accepting constructive criticism and adapting to our ever-changing environment. Our managers and directors attend shop meetings, hold departmental meetings, and each one meets regularly with their direct reports. We encourage every unit in Facilities and Services to have some form of an introductory new employee orientation and most do; over this past year, we started a process where every new employee meets with Associate Vice President for a short talk about four important things to remember: safety, professional development, integrity, and the importance of having fun.

In 2010, Facilities and Services employed James Cole of CommTech Transformations to assist with our strategic plan. Mr. Cole was referred by APPA and assisted RMAPP with their strategic plan, so he was a logical choice for us. When others on campus saw the results of his work, he was tapped to do an Environmental Scan for the various units in Administration and Finance in preparation for the division strategic plan. Every unit then completed an in-depth Environmental Scan where Mr. Cole’s team met with our customers, employees, and peers. These results, while somewhat painful to hear in many cases, led to constructive feedback that was used to help create a unit-wide culture of self-examination that continues today.

Facilities and Services conducts a system-wide, customer service satisfaction survey annually, and we employed a professionally administered Employee Engagement Survey in 2013. The entire Administrative and Finance Division followed suit with another Employee Engagement Survey in 2014 and in 2016, and the NMSU System also conducted an Employee Satisfaction Survey. We use the results of these surveys to foster organizational improvement. As a result of these surveys, we revised our trades license reimbursement procedure, increased the footwear allowance, made improvements to accelerate the project service times by changing and streamlining the delivery model, and consolidated two shops to define roles and responsibilities clearly.

1.3 The organization has clearly aligned its mission, vision, and values statements with those of the campus. Regularly communicates with employees, customers, suppliers, and other stakeholders.

- Mission and value statements have been completed and the development of a departmental strategic plan is a goal for the 2012-13 timeframe.
Facilities worked actively with Administration and Finance to complete the division plan and finalized the framework for the unit plan. Each Facilities unit has been tasked in 2014 with developing their mission statement, goals, and measures in support of these plans.

FS communicates regularly to staff and stakeholders through a number of methods.

FS completed the NMSU Strategic Plan alignment tool this year.

NMSU Facilities and Services established goals using the APPA Award for Excellence criteria as our Outline for Excellence in 2008. In 2010, we formed an Internal Advisory Committee and charged them with their initial task: to review our organizational name, our mission, our goals, and our values. We changed our name from the Office of Facilities and Services to Facilities and Services, and we employed James Cole of CommTech Transformations to help us refine our Strategic Plan. We decided that the Outline for Excellence made for an excellent plan, and we adopted specific strategies and objectives. Facilities and Services was an active participant in the development of the Administration and Finance Strategic Plan.

We are known for our communications on campus; we issue regular newsletters and share them with the campus. We hold annual meetings with our building monitors, and email outage notices when our work impacts users. All units and shops meet regularly as a group and individually.

1.4 Facilities management leaders spend time on a regular basis with their customers and front-line staff.

- Regular meetings with the building monitors will be scheduled and an annual orientation will be held. In addition, regular emails sharing OFS news will be distributed and the publication of an electronic newsletter will be investigated.
- Senior management will conduct regular meetings with key administrators to ensure that OFS is meeting the needs of the NMSU campus.
- Regular meetings with the building monitors are being held, and a newsletter is being published.
- Facilities and Services management briefs the Academic Dean’s Council and the University Research Council when possible.
- Facilities conducted a campus Town Hall in 2013.
- The leadership team meets regularly with all employees, attending shop and departmental meetings.
- Regular building monitor meetings are held and PDE staff present to CADRE (Academic Research Deans).

The Facilities and Services leadership team communicates our vision, values, and expectations in multiple ways. Each sub-unit has regular meetings, and we bridge the communications line with a mix of directors attending shop and departmental meetings. The Associate Vice President for Facilities and Services drops in on these meetings as time permits.

We hold some form of annual meeting around the holiday season, either with individual departments or as an “all hands” Facilities and Services meeting. In 2014, our annual meeting was with all employees and Chancellor Carruthers was in attendance. As of 2018, the tradition has continued with both Chancellor Arvizu and President Floros speaking at our annual workforce meeting.

Facilities and Services conducts regular briefings with building monitors and with Deans; meets monthly as a representative to the University Administrative Council; and presents at CADRE, the Council for Assistant Deans for Research. Facilities and Services is well represented on numerous committees across the university as well as with the city of Las Cruces.
1.5 PERFORMANCE MEASURES AT EACH LEVEL OF THE ORGANIZATION ARE CLEARLY DEFINED.

- Budgets will be created with departmental input and accountability established. In addition, management reports will be developed and distributed regularly. These reports will include such items as work order backlog and work order cycle time.
- Performance and benchmarking data for all departments will be created for comparison with peer institutions. Measures such as custodial FTE per square foot and grounds FTE per acre will be used to identify appropriate staffing levels. Energy efficiency at the central plant will be measured and a baseline established.
- In addition to participating in the APPA FPI, Facilities and Services has engaged Sightlines to provide annual and impartial third-party benchmarking.
- A system of management reports is being created.
- Benchmarks and KPIs that align with the Administration and Finance Strategic Plan have been incorporated into the evaluation of every Executive Director as well as those of their direct reports.
- FS completed the NMSU Strategic Plan Alignment tool this year with KPIs at each level.

NMSU Facilities and Services has developed benchmarks and Key Performance Indicators (KPIs) at every level, taking pride in the fact that we are one of a handful of units on campus that actually measures performance. Our past Chancellor was metric-oriented and Vision 2020, the system strategic plan, established a complete set of KPIs. When the Administration and Finance Strategic Plan was developed, we revisited all of our KPIs to ensure alignment and have done so again to align with Vision 2025, the new strategic plan being put together by Chancellor Arvizu and President Floros. Each unit has their own performance measures that are rolled all the way down to the operational level, and all directors and managers have these written into their performance evaluations for clear expectations and performance measurement. These are listed in Section 4.2.

1.6 SENIOR LEADERS ESTABLISH AND REINFORCE AN ENVIRONMENT WHERE SHARED VALUES SUPPORT SELF-DIRECTION, INNOVATION AND DECENTRALIZED DECISION-MAKING.

- Regular meetings were held that cross multiple levels of supervision to reinforce the concept of shared values.
- A significant component of the Administration and Finance Strategic Plan was the empowerment of employees and decentralized decision-making.

Empowerment was a major theme of the Administration and Finance Strategic Plan. Although we were already encouraging decision-making at the lowest possible level in Facilities and Services, we seized this opportunity to re-emphasize our commitment to empowering our employees and fostering self-direction. It is particularly challenging to emphasize empowerment while simultaneously focusing on continuous improvement, because supporting empowerment requires a commitment to allowing people to make decisions, and that only becomes possible in an environment where learning from mistakes is encouraged. In many instances, the higher-level organizational processes that guide our personnel could be more conducive to self-direction, innovation, and decentralized decision-making.

We believe that the best way to develop empowerment is through effective delegation that establishes boundaries, procedures, and processes that are minimal while providing a framework for effective self-direction, and an environment that allows people to learn from the consequences of their decisions. Where possible, we develop our processes around this approach. Occasionally, one of our custodians will have the inevitable mishap and break an item in an office; we are particularly proud when we hear that they replaced it and submitted a receipt for reimbursement without having to ask.
1.7 INFORMED OF CURRENT TRENDS AND PRACTICES IN THE INDUSTRY.

- OFS will remain involved with APPA, RMAPP, ISSA, and other professional organizations and will take advantage of continuing education and networking opportunities.
- NMSU hosted the APPA Supervisor’s Toolkit in 2011 and 2012 and has been engaged in the formation of Desert APPA with UTEP and EPCC. The Executive Director of Operations joined the RMA Membership Committee and two executive directors are attending the APPA Facilities Management Institute. Senior staff has been attending the Leadership Academy.
- NMSU will host CAPPA 2014 in partnership with UTEP.
- The 2014 CAPPA Conference was a success, and FS continues to encourage all employees to work on Professional Development.
- AVP Haubold co-authored a Center for Facilities Research (CFaR) paper on Recovery and Recharge in Higher Education that concluded with a chapter for the APPA Body of Knowledge. The Executive Director of Facility Operations authored an article on membership for Facilities Manager Magazine.

Despite university mandated budget reductions in 2010, 2015, 2016 and 2017, Facilities and Services has been able to increase the level of professional development and professional association engagement because we believe that it is vital to the organization. Facilities and Services encourages all employees to make a self-improvement plan and discuss it with their supervisor.22

Facilities and Services hosted the CAPPA 2014 Annual Conference with the University of Texas at El Paso; the Associate Vice President is a past CAPPA President and APPA Board member, a Pacesetter Award and Meritorious Award winner, and an APPA 2015 President’s Award honoree for his efforts with the Mexico initiative.23 Facilities and Services employees include one that holds the Educational Facilities Professional (EFP) designation and is the Chair of the RMA Membership Committee.24 We have numerous folks enrolled in various phases at the Leadership Institute and at the APPA Institute of Facilities Management, with four graduates of the Facilities Institute (APPA-U) and one from the Leadership Academy.25 NMSU has hosted the Supervisor’s Toolkit on campus three times and we have numerous graduates on staff.26

Environmental Health Safety and Risk Management (EHS&RM) is active in CSHEMA, the Campus Safety, Health, and Environmental Management Association; the American Society of Safety Engineers; and the College and University Hazardous Waste conference. The Executive Director serves on the invitation-only EHS Director’s Roundtable.27 The Fire Department staff attends numerous seminars to keep up with “best practices” in their field.28

1.8 A SUCCESSION PLAN IS IN PLACE TO ENSURE CONTINUITY OF LEADERSHIP.

- Personnel will be developed through cross-functional training, the sharing of information, and continuing education.
- Units are being reorganized to facilitate a natural progression of personnel, and a procedure is in place where management backups obtain experience by filling in when regular absences occur.
- FS specifically encourages high potential employees to work on professional development, and we track in-house promotions as a performance measure.
FS started a voluntary program titled “Managing FS” that will help groom future leaders.

Supervisors at each level send an email of delegation when they are away, directing the recipient to a designated backup who can respond to questions and who has the resources available and authority to act. This process encourages all levels of supervision to keep a designated and informed management backup in place. While this is a hallmark of excellent customer service, it also means that we are continually training to be “two-deep." Through the normal course of events, we recently had to address the loss of the Senior Administrative Assistant, the University Architect, the Space Manager, the Director of Building Maintenance, and the Senior Assistant Director of Project Development and Engineering. We had people ready to step in as interims almost immediately.

In addition, Facilities and Services encourages high potential employees to become engaged with numerous activities that help ensure continuity; four members of Facilities and Services have completed the Aggie Leadership Training Academy, ALTA. Two graduates are from Environmental Health Safety and Risk Management, one is from the Fire Department, and one is from the utility group at the Central Plant. This program was started at NMSU for the sole purpose of grooming our campus leaders, and the Associate Vice President of Facilities and Services served on the program development committee. In addition, a follow-up Manager Certification Program was just started, and the first graduating cohort included five people from Facilities and Services.

Corbett Center
2.0 STRATEGIC AND OPERATIONAL PLANNING

Strategic and operational planning consists of the planning process, the identification of goals and actions necessary to achieve success, and the deployment of those actions to align the work of the organization. The facilities organization should anticipate many factors in its strategic planning efforts: changing customer expectations, business and partnering opportunities, technological developments, evolving regulatory requirements, and societal expectations, to name but a few.

2.1 A STRATEGIC PLAN EXISTS THAT INCLUDES THE GOALS AND OBJECTIVES OF THE DEPARTMENT.
2.2 THE STRATEGIC PLAN WAS DEVELOPED WITH PARTICIPATION FROM INTERNAL AND EXTERNAL STAKEHOLDERS, APPROVED BY THE ADMINISTRATION, AND EFFECTIVELY COMMUNICATED.

(Note: Related criteria in some categories were grouped together in our 2008 Outline for Excellence for ease and simplicity of tracking; thus, in some cases in our submission, there are no bullets for an individual criterion because it previously had been grouped with the one above it. In other cases, such as exists here with 2.1 and 2.2, we left the criteria grouped for continuity as we think the response reads easily while still allowing for the criteria to be discussed. The original 2008 Outline for Excellence is included in the material provided.)

NMSU has a current strategic plan with goals and objectives as does Administration and Finance and Facilities and Services. Most of the units in Facilities and Services have developed their own mission statement, goals, and values. The strategies and objectives necessary for success are accompanied by measurable goals that are integrated into the performance evaluation process.

As mentioned previously in the submission, the Facilities and Services initial independent effort towards developing a strategic plan was deferred until after the division plan was developed, because we wanted to make sure our objectives supported the upper-level efforts. The Administration and Finance Division Strategic Plan was the culmination of thirteen months of information gathering and collaborative work, and the general process was comprehensive and thoughtful.

A steering committee consisting of division and unit leaders began meeting in August 2012 to lay the framework for the plan and to formulate mission, vision, and value statements, as well as the division’s preliminary objectives that were developed to meet the university’s Seven Goals for Success. The committee engaged CommTech Transformations to provide the situational and SWOT analysis that helped identify the internal strengths and weaknesses of the division, as well as the opportunities and
threats to its success. CommTech visited the NMSU campus for eight days in October 2012 to meet with a range of NMSU community members and gather their input about the division.

When the results of the CommTech visit were delivered, five workgroups (one for each unit within the Administration and Finance Division) met to develop objectives, strategies, and metrics for each of the Goals for Success. The input from the workgroups was compiled by the Steering Group and presented for review by inter-and-intra-departmental staff, campus administrative groups, and the university community at-large before submission to NMSU Chancellor. Facilities and Services then subsequently circled back with CommTech Transformations and made sure that our goals and objectives within the OUTLINE FOR EXCELLENCE supported the higher-level strategic plan.

2.3 CUSTOMER NEEDS AND EXPECTATIONS SERVE AS MAJOR DRIVERS FOR SETTING STRATEGIC DIRECTION.

- A strategic plan for OFS will be developed with input from internal and external stakeholders. This plan will be submitted to the administration and published on the website when approved.
- The Internal Advisory Committee (IAV) has completed the departmental Mission Statement, Core Values, and Goals. The IAV has been reformulated and will begin work on the departmental strategic plan in the 2012-13 timeframe.
- Regular meetings with all constituencies are held.
- AVP Haubold co-chaired the NMSU institutional strategic planning effort and FS aligned its plan with NMSU’s.

In 2010, Facilities and Services brought Steven Thweatt of Emory University to campus (he later moved to the University of Colorado and recently retired) for an evaluation of the Project Development and Engineering group. His evaluation included customer listening sessions that ultimately led to changes in the project process. One of these was a process improvement move to the “concept-to-completion” delivery method where a single project manager is responsible for taking a project from “cradle-to-grave.”

CommTech Transformations also met with customer groups when conducting the environmental scan; the most often repeated constructive criticisms we receive relate to long lead times on projects and work orders and the subsequent communications about delays. In response to these concerns, we have developed our Key Performance Indicators and metrics around measuring process improvement activities in these areas. We also made organizational changes with the warehouse as we work towards accelerating material delivery.

2.4 GOALS AND KEY PERFORMANCE MEASURES ARE UNDERSTOOD BY ALL AND PERIODICALLY REVIEWED.

2.5 PERFORMANCE MEASURES AT EACH LEVEL OF THE ORGANIZATION ARE USED TO MEET GOALS.

- Regular management reports will be developed through the new work order system. These reports will provide Directors and Supervisors with the information necessary to make sound business decisions.
- Utility plant performance indicators will be developed and used for maintenance planning, upgrade evaluation, and the APPA FPI is adding a Green Globes metric. Sightlines reports are used across the organization.
- New metrics were developed in support of the Administration and Finance Strategic Plan and the NMSU Vision 2020 Plan.
- Every Executive Director was assigned key performance indicators that aligned with the Facilities and Services goals, the Administration and Finance Strategic Plan, and Vision 2020.
As an overall measure of Facilities and Services performance, a customer satisfaction survey is emailed to the NMSU System annually. An Employee Engagement Survey that separates results by workgroups and by supervisory and non-supervisory levels was conducted in 2013, 2014 and 2016 with follow-up surveys planned every two years. Sightlines and the APPA Facilities Performance Indicators are also reviewed with staff, and we discussed some of the more important benchmarks in 2015 at the Annual Meeting with every employee.

As noted in 2.3, the most often repeated constructive criticism we receive relates to long lead times on projects and work orders, and our benchmarks confirm that we have room for improvement. Facility Operations and Project Development and Engineering both use Key Performance Indicators to evaluate their progress toward their goal of accelerating service and delivery times. In particular, Project Development and Engineering has made significant progress in reducing the project completion times; Facilities and Services presented a plan for improvements in the materials warehouse that led to an organizational realignment. We anticipate this move will reduce material procurement times.

2.6 A budget is developed with input from staff that reflects historic expenditures, an analysis of needs, effective allocation of available resources to support the organization’s goals and objectives, and seeks new and innovative measures to leverage resources.

- OFS staff will be directly involved in the preparation of the budget. This “needs analysis” will be tied to the results of the surveys mentioned in the Performance Survey section so that the budget reflects actual, prioritized needs.
- Each unit presents their budget to the Directors monthly, and the supervisors are encouraged to use Sightlines and the APPA FPI to make comparisons.
- The establishment of valid metrics remains both a top priority and an elusive goal.
- New metrics were developed in support of the Administration and Finance Strategic Plan and the NMSU Vision 2020 Plan.
- FS conducts an internal budget process with annual hearings.

NMSU Facilities and Services implemented an internal budget process in 2011. We request that each unit prepare a budget cut scenario, typically at the 1% and 3% level; this year we requested a 5% scenario to align with the university budget reduction initiative. Each unit may then request money for new initiatives although this is not a requirement. We set aside a half-day for “budget hearings” and each unit presents their business case at an open session that anyone may attend. We reallocate resources to keep pace with changing trends through this process. We have added staff at Environmental Health Safety and Risk Management while reducing where we were a little overstaffed in Facility Operations, and we have been able to reduce FTE in the grounds and custodial departments through the purchase of new equipment.

2.7 Standards have been defined for overall operational performance, built environment, and landscape.

- FS employed Hunter Consulting and Training to evaluate custodial and maintenance operations.
The state of New Mexico Executive Order 2006-001 mandates that public buildings in excess of 15,000 square feet should be built to and achieve a minimum rating of LEED™ Silver and that the project must achieve a minimum delivered energy performance standard of one half the U.S. energy consumption for that building type as defined by the U.S. Department of Energy. Facilities and Services designs and builds to meet or exceed these standards, and new construction projects model the energy consumption of the proposed facility as part of our planning process.

The Custodial Department has Green Cleaning Guidelines, and Facilities Operations sets standards for grounds and custodial using the APPA Standards. Facilities and Services maintains a complete set of Design Guidelines, a current Master Plan, and numerous supporting plans; these are living documents that guide the development of our built environment. Facilities and Services received a Getty Grant to prepare a Historical Preservation Plan that we use when repairing and renovating our heritage facilities, and landscape standards are called out in the Master Plan.44

Hunter Consulting and Training was engaged in 2018 to run the Clean Ops program for custodial staffing and to review maintenance staffing, and these studies included a rigorous review of every aspect of operations. An improvement plan was developed and is in progress.

2.8 A CAMPUS MASTER PLAN IS IN PLACE, CURRENT, AND UTILIZED FOR DECISION MAKING.

- OFS will work with OFPC to update existing design guidelines and to develop new standards as required. Sustainability will be integrated throughout all standards.
- A Master Plan was developed and is undergoing a 5-year revision.
- The first version of the Design Guidelines has been published on the Facilities and Services website.
- The Master Plan was refreshed, and related supporting master plans were started.
- The Design Guidelines are continually being updated.
- FS developed a new facility Master Plan for 2017-2027 with in-house staff, saving close to a million dollars.

NMSU Facilities and Services maintains a current Master Plan that assists in decision making for proposed development and changes to the campus. The 2006-2016 Master Plan was the result of a collaborative process led by the University Architect. In early 2012, we decided that a “refresh” of the Master Plan was necessary to focus on specific areas.45 The Master Plan was subsequently updated in 2013 with the involvement of many of the same groups as in 2005. A new 2017-2027 Master Plan focused on proposed developments and strategic “gateways” for the campus such as the Heritage Farm, Arrowhead, Housing, and the University Avenue Corridor.46 This Master Plan was completed with in-house staff, saving close to a million dollars, and was approved by the NMSU Board of Regents in 2018.

2.9 THE OPERATIONAL UNITS PARTICIPATE IN THE DEVELOPMENT OF THE CONSTRUCTION PROGRAM AND ARE ACTIVE PARTICIPANTS IN THE ACCEPTANCE OF COMPLETED PROJECTS.

- OFS will work with OFPC to improve communications during the construction process and to develop a smooth process for acceptance of projects.
- The Office of Facilities Planning and Construction (OFPC) and Environmental Health and Safety (EHS) merged with Facilities and services in July of 2010.
- Fire Services was consolidated in 2012.
- Facility Operations has provided input into the Design Guidelines.
- Plans and specifications are published on the website and review is solicited.
- Project Development and Engineering has developed multiple approaches to solicit shop input.
Facilities and Services developed a “Plan Review” website after seeing the Missouri State University process at CAPPA 2011. An email list is maintained, and project plans are posted when delivered by the design professionals. Project Development and Engineering solicits input from trades, Environmental Health Safety and Risk Management, and the Fire Department as well as from the customer. To foster additional input and to facilitate that sense of involvement we are striving for, formal “page turn” sessions are being conducted. The review comments are then distributed to the design team.

When projects are complete, training is conducted for the Facility Operations staff. Facility Operations is also involved in “final clean” and the acceptance of the finished product, and also participates in the one-year “warranty walk.”

2.10 Strategies and processes are in place to ensure continuity of functions in the event of staff turnover or other disruption.

- Personnel will be developed through cross-functional training, the sharing of information, and continuing education.
- Facilities and Services implemented a procedure where every supervisor must identify a backup when absent for any length of time.
- Two folks from Facility Operations and one from Project Development have started attending the multi-part APPA Facilities Institute.
- Environmental Health Safety and Risk Management (EHSRM) oversees administration of the All Hazards Emergency Operations Plan and Continuity of Operations Plan (AHEOP and COOP).
- Executive Director Alton Looney started a volunteer group that meets bi-weekly to discuss “Managing FS.”

NMSU Facilities and Services staff designates a contact person to fill in when they are on planned leave by sending out a delegation of authority email. Staff meetings for individual groups within Facilities and Services are held on a weekly basis for general knowledge and for project coordination within the campus, and in case of an unexpected absence from work, team members are able to assist on various tasks and assume responsibilities for each other. These processes that involve multiple group members on projects and tasks are invaluable in the event of staff turnover or absence. Facilities and Services encourages staff development and internal promotions to further minimize disruptions to each unit when departures take place.

2.11 Emergency response plans are in place, current, and communicated to facilities employees and the campus community as required.

- OFS will collaborate with other departments as needed to accomplish this goal.
- EHS communicates the All Hazards Plan and Facility Operations works with the Emergency Planning Committee.
- Facilities and Services and Environmental Health and Safety represented NMSU on the committee developing the Doña Ana County All Hazards Mitigation Plan.
- The Doña Ana County All Hazards Mitigation Plan was submitted and approved.
- FS is well represented on the NMSU Emergency Planning Committee and is a permanent co-chair.

NMSU and Facilities and Services are committed to the safety of those who come to our campus to study, work, and visit. Environmental Health Safety and Risk Management administers the All Hazards Emergency Operation Plan that has been established as a guidance document for university administrators and emergency response personnel for the handling of emergencies, major incidents and/or disasters. This plan establishes a framework for administrators and responders that assures...
coordination, communication, and cooperation in times of crisis. Separate emergency planning documents are also established and maintained at the individual unit level, such as university departments and remote sites. These individual plans address emergency exit plans, lines of succession, communication plans, and continuity of operations. In 2016, Environmental Health Safety and Risk Management updated our efforts in conjunction with the Doña Ana County All Hazards Plan; our Facilities Essential Personnel process and list were revised; and the annual update of the All Hazards Emergency Operations Plan was completed.52 The Emergency Planning Committee meets monthly and is charged with university planning, preparedness, response, recovery, assisting in consequence management, and post-incident reviews.53
3.0 Customer Focus

Customer focus is a key component of effective facilities management. Various stakeholders (faculty, students, staff, and other administrative departments) must feel their needs are heard, understood, and acted upon. Various tools must be in place to ensure customer communication, assess and assimilate what is said, and implement procedures to act on expressed needs.

3.1 Surveys, Tools, and Other Methods Are Used to Identify Customer Requirements, Expectations, and Satisfaction Levels.

- Customer survey interviews will be conducted with key administrators across the NMSU campus and OFS will use this customer feedback for process improvement.
- Periodic building surveys with OFS personnel and the Building Monitors will become a mechanism to determine maintenance activities. An annual meeting for the Building Monitors will be held to identify customer needs, to communicate the services provided by OFS, and to explain the methods used to request these services.
- Facilities and Services implemented an Annual Customer Service survey and posts the results on the website.
- The survey results have generally been improved upon every year.
- FS assumed Auxiliary custodial and maintenance and added a student satisfaction survey.

NMSU Facilities and Services sends a link to a customer service survey annually through email to everyone in the NMSU system, as we have found that we are more likely to receive constructive feedback that can be acted upon than with mini-surveys after each work order, inspection, project, or, in the case of the Fire Department, each response call. Remarkably, most departments have continued to improve their scores every year despite receiving high marks initially in 2009.54 We solicit and then review the comments, good or bad, and we have received numerous additional positive comments about our transparency, honesty, and commitment to continuous improvement. In our 2014 survey, 78% of respondents indicated that they were either satisfied or very satisfied with the service they had received. This was a slight increase from the prior year’s survey. Most surprisingly, less than 10% of respondents reported being either dissatisfied or very dissatisfied with the overall quality of our services. This is a marked improvement over the 2013 survey, where roughly 17% of the respondents had registered some level of dissatisfaction.

We meet with our building monitors annually, and we have regular meetings with Corbett Student Union, Athletics, Residential Housing, and Special Events management to review services and utility costs.55 The University Architect and the Associate Vice President meet with the deans of the colleges and the presidents of each Community College no less than annually to formulate the NMSU System Capital Outlay requests.56

Environmental Health Safety and Risk Management takes a collaborative approach to laboratory and safety inspections, partnering with the academic units rather than policing them.57 The Fire Department also conducts building safety inspections and works with the campus departments on building life safety issues.58

3.2 The Roles, Responsibilities, and Services Provided by the Facilities Department Are Well Defined, Communicated, and Understood Within the Department and by All Communities Served.

Facilities and Services places a premium on “roles and responsibilities” because we believe that this is an essential ingredient of effective teamwork. As with most university facilities management organizations, some overlap between groups does exist, and that can lead to duplication and excessive
costs without proper oversight and management. We hold a weekly triage meeting with directors and staff to manage the proper division of work between the Facility Operations shops and the Project Development and Engineering group.\textsuperscript{59} The Executive Director of Facility Operations and the Fire Chief meet regularly to review fire alarm and suppression testing and compliance, and the managers and directors of Environmental Health Safety and Risk Management sit in on numerous meetings to coordinate asbestos abatement, lab safety activities, and compliance with Spill Prevention and Storm Water Management programs.\textsuperscript{60}

The roles and responsibilities of each department are posted on the website, and in most cases, this includes a list of billable and non-billable services. The Work Control staff meets regularly with Facility Operations to make sure that all inquiries are answered correctly and a desk reference for Work Control has been developed.\textsuperscript{61} In the event that work order adjustments are necessary, the Business Office follows a consistent process as defined in the Facilities and Services Procedure Manual.\textsuperscript{62} The majority of Auxiliary custodial and maintenance staff were consolidated in 2015 with the Facilities and Services maintenance and custodial units, and regular meetings are conducted to evaluate the and make improvements to services.

The Fire Department has a unique set of Standard Operating Guidelines. These guidelines include mission, vision and value statements that are communicated regularly with all employees.\textsuperscript{63}

Grounds, the Central Plant, and the Auto Shop in Facilities publish tri-fold pamphlets to hand out to the community and when conducting tours, and Project Development and Engineering, Environmental Health Safety and Risk Management, the Fire Department, and the Office of Sustainability publish annual reports.\textsuperscript{64}

In addition, we work with University Marketing and Communications on communications to our external customers and for news releases; and, when we have an outage that impacts more than a few users, we issue an outage notification to those who are affected. If a resident or customer is not in the office or room when staff arrive for service, the technicians leave a door hanger or a service card.\textsuperscript{65}

3.3 **Levels of Service Are Set to Exceed Customer Expectation and Are Defined in Terms That Can Be Understood by the Administration, Building Users, and Facilities Staff.**

- With the recent budget reductions, FS employed Hunter Consulting and Training to evaluate custodial and maintenance operations.

Facilities and Services uses the APPA Operational Guidelines for Maintenance, Grounds, and Custodial Services as a baseline for service levels, and we use the APPA Facilities Performance Indicators (FPI) as well as Sightlines and our Customer Service Survey to measure outcomes. Our services are published on the web pages of the respective departments. Custodial tasks are listed on the website, and because the Grounds Department also bills the entire campus through a Plant Operation and Maintenance Applied Charge, we developed a complete grounds annual task list to show how those charges are calculated.\textsuperscript{66}

In addition, Facilities and Services provides maintenance to Auxiliaries and Athletics through an innovative and creative Service Level Agreement that provides for maintenance and custodial on a rate based on square footage. We also use this method for our relationship with the United States
Department of Agriculture facility, the NASA Sugarman Space Grant facility, and the Genesis research and incubator facility. In our experience, depending upon the non-educational, auxiliary departments to place billable maintenance work orders leads to reactive rather than proactive maintenance. The billing of non-educational departments in advance through a Service Level Agreement allows NMSU to maintain our facility maintenance standards and the units to budget in advance. When Hunter Consulting and Training worked on the Custodial and Maintenance operational reviews, numerous customer interviews were conducted as to ways that we could improve both service and these agreements.

Facilities and Services must comply with codes, university standards, and environmental regulations, and as a result, meeting our customers’ needs and wants can be challenging. In addition, some customer expectations cannot be met or exceeded because of constraints in budget, staffing, service changes, and schedules. Each unit tackles this challenge through a variety of communication methods. To help make compliance positive and proactive, Environmental Health Safety and Risk Management has a “Friends of Safety Award” that is given annually to an individual in a campus department for their efforts in promoting safety.

Facilities supervisors and technicians work with Building Monitors to make sure that we are meeting the building occupants’ needs, and Project Development and Engineering issues bi-weekly email updates with a Customer Bill of Rights to all project customers.

3.4 The Communities Served Know How to Obtain, Monitor Progress, and Evaluate the Services Offered.

- FS completed the Strategic Plan Alignment tool this year, held regular building monitor meetings, and met with CADRE, the Council of Academic Deans for Research. The AVP and University Architect meet with every Dean and Vice President annually to review requests for services and funding for Capital Outlay, Building Repair and Renewal, and operating services.

As with most universities, Facilities and Services has multiple ways for users to request services. We meet regularly with the building monitors, and as they are the most familiar with our services, our preferred method is for them to enter requests for services in AiM, our computerized maintenance management system. This allows for a quicker response and better tracking, as the building monitors know how to look up work orders and track the status. So that anyone can monitor the progress of a work order, we encourage the staff technicians to use the “Notes Log.” However, this is truly a “work in progress”, as the technicians are at various levels of skill with this feature. Our website has a section for AiM training.

We believe that it is good customer service to take requests in whatever manner they are received, and our staff routinely helps customers with entering work orders and project requests.

In response to the feedback, we have worked diligently on accelerating service and project delivery times as well as communicating any issues that impede timely completion. Each manager and director in Facility Operations has developed a personal method to track outstanding issues, and the Project
Managers in Project Development and Engineering issue **bi-weekly updates** to the customers.\textsuperscript{72} Both groups meet regularly with their high-volume customers.

### 3.5 CUSTOMER FEEDBACK IS USED TO BUILD POSITIVE RELATIONSHIPS, DRIVE PROCESSES AND EFFECT IMPROVEMENTS.

Facilities and Services conducts an annual **customer service survey**; our survey solicitation email includes verbiage from the APPA criteria that we want our customers “to feel that their needs are heard and acted upon.” To keep that commitment, we review the survey results in numerous meetings across the organization. As mentioned throughout our submission, we meet regularly with many different constituent groups across the campus.

As we noted earlier, the most-often repeated constructive criticisms we receive in listening sessions relate to cost, length of service time, communications, and that processes can be rigid and inflexible. In response, we have made presentations that discuss why things take so long and cost so much with constituent groups such as CADRE, the **Committee of Associate Deans for Research** (we also keep a copy of the article, “The High Cost of Building a Better University” by Donald J. Guckert and Jeri Ripley King where we can find it). We schedule regular meetings in Facility Operations and in Project Development and Engineering with the Auxiliaries and Athletics, two of our largest volume customers.

We do believe that we can always improve our service delivery and that it is necessary to act upon what our customers tell us. Facility Operations tracks and measures progress on reducing **work order cycle time**, both **with** and **without** “materials on hand.” Project Development and Engineering (PDE) has several **Key Performance Indicators** to help guide them in the progress on their goal of accelerating project delivery times. The materials warehouse was recently moved under Facilities and Services with a mandate to improve material delivery times and that effort has just started.

The Project Managers in Project Development and Engineering issue **bi-weekly project status reports** to let the customer know how their project is progressing, and we maintain an email alias where people can ask us anything they want or report issues such as broken sprinkler heads: ASKFS@nmsu.edu. The Work Control desk, the Executive Director of Facility Operations, and the Associate Vice President of Facilities and Services monitor this email alias. Many of the inquiries are about the status of a work order, and these are usually answered almost immediately.

As we mentioned elsewhere, empowerment in a large institution is challenging but it is the counterbalance to inflexibility. We encourage decision-making and solving problems at the lowest possible level within the delegated boundaries to keep things moving.

Many customers have asked if **AiM**, our facility management system, could be made easier to use. To meet this need and make that a reality, we purchased **AiM IQ**, which is the Assetworks “intelligent dashboard.”\textsuperscript{73} We have continued to make use of AiM IQ dashboard data have added AiM Fire/GO to enhance our mobile platform.

### 3.6 CAMPUS USERS HAVE A CLEAR UNDERSTANDING AND POSITIVE VIEW OF THE SERVICES PROVIDED BY THE FACILITIES ORGANIZATION.

- The OFS mission will be clearly stated in the strategic plan and published on the website.
- The OFS organization chart will be available on the website as will departmental information detailing responsibilities, services, work request procedures, and contact information.
Service levels will be clearly defined. When possible, the new work order system will be integrated with the website so that customers are able to view the status of their work requests online.

- This is an ongoing process; regular building monitor meetings are scheduled, and the website is continuously being improved.
- The new work order system AiM has aided with customer entry of work requests and allows them to track the progress of their work.

- A Town Hall meeting is planned for FY 2013-2014.
- The Town hall was held, and Facilities conducted a presentation on projects at CADRE.
- The results of the Customer Service Survey generally have improved annually.

Facilities and Services makes an “all-out effort” to communicate with the campus. We publish regular employee newsletters and then share these with the campus, and we almost always receive positive comments. We have emailed a Customer Service Survey to everyone in the NMSU System annually since 2009, and our scores on general satisfaction have always been favorable. We have been able to generally improve our scores each year as a result of discussion at every level and with every unit.

We use AiM from Assetworks as our computerized maintenance management system, and this allows customers to track progress on their work orders. Admittedly, as with many complex software systems, the AiM system is not nearly as user-friendly as we would like, and we have an online training module on our website to help users learn to use the features.

We just bought and are in the process of implementing AiM IQ, a dashboard that will help us work more efficiently by improving access to shared asset data and by promoting greater transparency across the organization. In addition, in 2018 we added AiM Fire/GO, a mobile platform that will provide efficiency out in the field.

Every component unit in Facilities and Services has a website where their services are published.

Occasionally, some customers will question if certain project services can be provided at a more reasonable cost by directly hiring outside contractors or vendors for projects. To proactively address these questions, Project Development and Engineering prepared a document showing the value we add at every stage in the project process. We also now post a sign by many of our major projects that states, “Facilities Improvement Project – Proudly Managed by Project Development and Engineering.” We strive to be the “provider of choice.”
Hardman Jacobs Undergraduate Learning Center
(July 2015)
4.0 INFORMATION AND ANALYSIS

Information and analysis are used to evaluate performance and drive future performance improvements. Of interest are the types of tools used (for example, peer comparative data clarified and validated through benchmarking), and how the tools are used to enhance organizational performance. Various aspects of information include facilities inspections/audits, financial/expenditure reports, utility data, and other relevant measures and indicators.

4.1 A SYSTEMATIC PROCESS IS IN PLACE FOR IDENTIFYING AND PRIORITIZING PERFORMANCE INDICATORS, COMPARATIVE INFORMATION, AND BENCHMARKING STUDIES FOR THE MOST CRITICAL AREAS.

Facilities and Services uses two primary sources for the measurement of comparative performance data to guide organizational improvement and decision making, the APPA Facilities Performance Indicators (FPI) and Sightlines. The Fire Department develops their own metrics, based primarily around response time and percentage of calls responded to, and Environmental Health Safety and Risk Management has a more sophisticated statistical staffing tool that uses correlation analysis. All groups make use of the Facilities and Services Customer Service Survey and the Employee Engagement Survey.

Because of the diversity of various component units, the process that was used to build the Administration and Finance Strategic Plan took a ground-up approach as to how the different work units would align with the plan. Each unit developed relevant objectives, and the executive team in Facilities and Services wrote key performance measures that were then included in the goals and performance evaluations for managers and directors. Each workgroup in Facilities and Services established Key Performance Indicators that are used to measure performance and drive action. We published much of this information in what we called the President’s Budget Book and in a briefing document titled Facilities and Services 2018, and we regularly include information about our performance against benchmarks in our newsletters.

4.2 BENCHMARKING RESULTS, COMPARISONS, AND PERFORMANCE INDICATORS ARE TRACKED AND USED TO DRIVE ACTION WITHIN THE ORGANIZATION.

- Benchmarking data from peer institutions will be gathered from the APPA Facilities Performance Indicators survey, by trips to other universities, through anecdotal information at conferences, and by reviewing the facilities websites of other institutions. Consideration will be given to the engagement of a firm such as Sightlines. The analysis of this data will be used to guide OFS strategies.
- Operational data developed will include such items as work order backlog, work order cycle time, cost per square foot of custodial dollars, and cost per acre for grounds maintenance.
- A broad range of data will be developed on construction projects, including project budget, variance, change orders, and scheduling. Trade rates will be compared annually to local competitors in the construction industry.
- Facilities and Services employed Sightlines as a third-party benchmarking consultant and participates in the APPA FPI.
- FS reviewed key performance indicators with the help from James Cole of CommTech Transformations and Bob Casagrande of Casagrande Consulting.
- The KPIs were revised to align with the Administration and Finance Strategic Plan.
- The Managing FS group has worked to become familiar with Key Results.

We believe that measuring performance and outcomes is important for demonstrating that our organization adds value, exceeds expectations, and delivers the desired result. In today’s competitive...
environment, we feel that doing our part for cost containment is essential to the success of the institution. In addition to reviewing the Customer Service Survey, each component unit in Facilities and Services has a set of Key Performance Indicators that are used to gauge performance and then drive action. These primary metrics are listed below, along with some of their corresponding actions:

- **Work Order Phase Aging**
  - Workload balancing and customer service

- **Overtime**
  - Monitoring for efficiency, staffing levels, potential outsourcing

- **Work Order Phase Cycle Time**
  - Workload balancing and “early warning” of customer service issues

- **Project Development and Engineering Construction Change Orders**
  - Evaluating design professionals

- **Work Order Adjustments**
  - Evaluating customer satisfaction and potential fraud

- **Project Development and Engineering invoicing**
  - Workload balancing and monitoring delivery time

- **Requisitions Processing by time and by workload**
  - Workload balancing

- **Project length average days**
  - Evaluating project managers

- **Percentage expended of annual Building Renewals and Replacements (BRR) allocation**
  - Monitoring and accelerating project delivery times

- **Number of days to place projects under a design contract**
  - Monitoring and evaluating the process

- **Number of inspections performed**
  - Monitoring and evaluating compliance

- **Number of safety trainings completed**
  - Mitigating worker injury and measuring output

Each of these measures is used to make adjustments to our processes at different levels, from daily operational decisions to annual budget preparation to development of longer-term strategic goals. In many cases, the metric or measure is included in the performance evaluation of supervisors, managers and/or directors. Improving the percentage of the annual BRR allocation expended, for example, is a goal that has been shared with the top-level administration and thus we measure our progress regularly.

4.3 The Department ensures that data and information are communicated and accessible to all appropriate users. The required data and information have all the characteristics users need, such as reliability, accuracy, timeliness, and appropriate levels of security and confidentiality.

- This data will be shared with internal users and OFS constituencies.
- This information is shared in the OPS Meetings and in the monthly budget meetings.
- This data will be shared at the shop level.
The Business Office conducts monthly budget meetings.
- AiM IQ dashboard was purchased.
- FS is now beginning a handheld device implementation called AiM Fire/GO.

All of our Customer Service and Employee Engagement Surveys are published on the website, as are our Sightlines reports. NMSU executed an Energy Performance Contract with Ameresco in 2014, and a key component of the project was the My Energy Pro Dashboard that will allow users to see the energy consumption of various buildings across campus on a user-friendly website. In the future, we hope to use this dashboard to encourage competition between buildings, colleges and/or dormitories to reduce energy consumption.81

Facilities and Services uses AiM from Assetworks as our computerized maintenance management system. NMSU has purchased several add-in modules, most recently the AiM CAD space management tool and AiM IQ, the dashboard. We also are an early adopter of ANA, the Assessment and Needs Analysis module. AiM CAD is a tool for space management that will allow for architectural drawing information to be imported into AiM and is a long-term investment in a system for tracking space utilization data. The Space Management staff maintains the Delta-T shared drive, where we archive our as-built drawings and manuals. AiM IQ is a “front end” that provides dashboards to make the facility data user-friendly, and the ANA module allows for the tracking and analysis of Facilities Condition Index data.82

Mobile applications are being deployed to the service technicians and project managers so that they can work from the field.

Financial Systems Administration defines user roles and tables for the appropriate security level in AiM.

4.4 AN EFFECTIVE FACILITIES INSPECTION OR AUDIT PROGRAM IS IN PLACE THAT PROVIDES A REGULAR APPRAISAL OF FACILITIES CONDITIONS, IDENTIFIES MAINTENANCE AND REPAIR NEEDS, AND QUANTIFIES FACILITIES MAINTENANCE RESOURCE REQUIREMENTS.
- Past audits and studies will be reviewed, and a regular inspection program will be established if one is not already in place.
- Facilities and Services engaged Arcadis to update the Comet 2006 condition report.
- Townsend and Associates has reviewed construction practices.
- Sightlines assist FS with walking the campus annually.
- FS purchased the AiM CAD module for space management and is using the ANA module for assessment and needs analysis.
- Implementation of the ANA Module has lagged but is moving inexorably forward.

In 2006, the state of New Mexico contracted with Parson’s 3DI to assess all higher education facilities in the state and to develop a Facilities Condition Index (FCI) for each facility. At the time, this was intended to be the methodology for assessing capital outlay and capital renewal funding requests. This effort was abandoned at the state level in 2008, and in 2010 NMSU contracted with Arcadis, an assessment firm, to bring the 2006 assessment up to date. Facilities and Services then began tracking the FCI through AiM, and we joined Assetworks for a beta test with the new Assessment and Needs Assessment (ANA) module. This installation is complete and will allow for updates to be made both from inspections and by reducing the needs automatically through the work order system as remedial maintenance is performed. Staff are finalizing the process that will be used to keep this up-to-date.
Facilities and Services receives an annual allocation for capital renewal, and we created a **Building Renewals and Replacements (BRR)** task force that met every other week for a year to develop a **three to five-year BRR plan**. We used a number of reports that we have commissioned in the development of this plan: *Roof Assessment by BTA; ThyssenKrupp Elevator Assessment; AON Fire Protection and Life Safety System Assessments; Bohannon Huston Site Electrical Infrastructure Master Plan; GLHN Utility Development Plan; Accessibility Survey of Campus Buildings; NMSU Data Center Planning Report; Las Cruces Campus Drainage Study; Structural Integrity Study for the NMSU Utility Tunnel; Chemistry and Biochemistry Exhaust System Study; and the Water Master Plan.* This Building Renewals and Replacements plan was put together with input from staff in Facility Operations, Project Development and Engineering, Environmental Health Safety and Risk Management (EHS&RM), the Fire Department, the University Architect, and the University Engineer.83

EHS&RM has implemented a **mobile fume hood assessment** and **certification-tracking** module in AiM, and the EHS&RM annual **high hazard area audit** includes a facilities safety review.84

The Fire Department has developed a **fire safety building inspection program** in which every building on campus is on a planned schedule for review. The Fire Department and Facilities Operations staff tests and inspects each of the 185 fire hydrants on a yearly basis. This information is recorded in the **Emergency Reporting System** and is available when needed.85 The Fire Department works closely with the Facilities and Services Executive Director of Operations to ensure that corrective actions have taken place.

We subscribe to the capital renewal budgeting model that states that we will place facilities into the “**Keep Up,**” “**Major Maintenance,**” and “**Gut Renovation**” categories, and generally avoid maintenance expenditures on those buildings that are grouped in the latter stage. We have been moving in this direction, although communicating this change to the campus and staff will take some time. Those facilities in the “**Gut Renovation**” category will be addressed through our **Capital Outlay Process.**86

4.5 **AN EXPENDITURE REPORT IS AVAILABLE TO MANAGERS ON A REGULAR BASIS AND IS USED TO EFFECTIVELY EVALUATE AND CONTROL EXPENDITURES IN ASSIGNED SUB-UNITS.**

The Facilities and Services business office meets with all units regularly, and in most cases this occurs monthly. The overall facilities and services budget is placed on the Facilities and Services shared drive and is discussed at different levels and shop meetings regularly. This **budget document** includes an Excel tab for each sub-unit.87 The expenditures are compared with peer and APPA regional data regularly through the use of **Sightlines** and **APPA Facilities Performance Indicators (FPI),** because while we operate on the premise of “no new money,” we do make internal re-allocations for equitable distribution of workload and staffing. As to if this is effective, the “proof is in the pudding” so to speak; Facilities and Services routinely closed out the budget year slightly under budget until 2015 when changes were made to our budget model and when we assumed responsibility for Housing maintenance. The budget since then has been a work-in-progress, although this last year we returned to fiscal responsibility. With assistance from the business office, the operations group has prepared some sophisticated dashboards for tracking hourly allocations to our various customers.

4.6 **AN EFFECTIVE SYSTEM OF MEASURING AND RECORDING UTILITY DATA IS IN PLACE AND IS USED TO ESTABLISH TRENDS, MINIMIZE COSTS, PROMOTE ENERGY CONSERVATION, AND ENCOURAGE ENVIRONMENTAL PRESERVATION.**
Management reports will be generated that provide information BTU / GSF / YEAR although an extensive sub-metering system may have to be set in place first. **Performance Contracting** will be investigated as a means to accomplish both of these needs.

- The **AiM** utility module has been implemented, and a Sustainability Manager assists with tracking of energy expenditures.
- A **Performance Contract** has been awarded and is in the implementation phase.
- One of the features of the **Performance Contract** is a dashboard; another is the “**typical room**.”
- Progress continues to be made in many areas with utility management.

All of our utility data is tracked in **AiM**, our facility management system. Facilities and Services operates the Central Utility Plant “as if” we are a utility with rates that include “impact fees” for new chilled water connections and that capture funds for repair and renovation. Our organizational funding and operational model is partially based upon our discussions with the University of New Mexico, the University of Virginia, and the University of Arkansas. The Facilities Utilities Manager oversees the meter reading, billing, and rate development, and while we are not quite to the point where every utility is metered at every building, we are working towards that goal. In 2012, we commissioned the satellite chilled water plant that allows us to make ice at night to be used the next day for chilled water. By doing this, we avoid electrical demand charges during the peak daytime hours.

The Environmental Health Safety and Risk Management Department has installed **remote monitoring** of backup generators for emissions compliance; this eliminates visits by staff to the equipment site to record operating hours.

In 2014, NMSU executed a $15-million-dollar **Performance Contract** with Ameresco. In addition to providing numerous infrastructure improvements that will pay for themselves with energy savings in the first thirteen years of the project, we have installed the **My Energy Pro Dashboard** that provides for user-friendly monitoring by anyone with internet access. This dashboard will be used to foster an energy conservation competition between buildings, and it also illustrates the typical energy costs of devices found in offices and dormitory rooms. The Sustainability Manager will use this to help foster behavior change.

**4.7 The organization has a process to ensure that hardware and software systems are user-friendly, reliable, up-to-date, and meet the needs of all users.**

- Periodic reviews with ICT will be scheduled.
- Financial Systems Administration (FSA) has initiated a regular review process and established an equipment replacement schedule.
- FSA has added additional positions to support Facilities and Services.
- FSA has several replacement programs in place.
- The hardware and software systems are evaluated annually with a programmatic approach.
Financial Systems Administration (FSA) works closely with Facilities and Services to provide hardware and software support. FSA maintains a guidance document with a stated goal of achieving a 20–25% computer replacement per year: “PC evaluation and distribution determination process.” This process allows us to maintain a three to five-year replacement cycle for all employees’ computers. An evaluation is completed twice a year, and a standard hardware configuration is maintained for ease of deployment to every user. FSA also keeps 3-5% of their total machines as spares for new employees or emergency replacements.

In addition to these efforts, mobile devices are being deployed across Facilities and Services so that technicians, Project Managers, and other staff can work from the field.
5.0 DEVELOPMENT AND MANAGEMENT OF HUMAN RESOURCES

An organization’s success depends increasingly on the knowledge, skills, innovative creativity, and motivation of its employees and partners. This criterion addresses the ways in which the facilities organization ensures an environment of continued learning through communication, policies, recognition, training, professional development opportunities, and other methods.

5.1 STAFF POSITIONS ARE PROPERLY CLASSIFIED AND ALLOCATED IN ADEQUATE NUMBERS TO MEET THE STANDARDS FOR THE TARGETED LEVEL OF SERVICE.

- OFS will continue to work closely with Human Resources to ensure that positions are properly classified.
- Facilities and Services meets regularly with Human Resource Services to review positions.
- A review to identify essential functions and appropriate licenses is underway for 2012-13.
- NMSU just completed a campus-wide staffing study with Deloitte Consulting.
- Frustrated with the budget cuts, FS engaged Hunter Consulting and Training to evaluate custodial and maintenance operations to make this case.

In 2008, New Mexico State University Human Resource Services partnered with Mercer, a global leader in Human Resources consulting, to develop and implement a new job classification and compensation program. This led to the consolidation of many of our classifications and a subsequent reduction in the total number, as Facilities and Services had an excessive number of very specialized positions prior to this effort. We took this exercise as an opportunity to review the license requirements for all positions.92

We have benchmarked staffing levels with the APPA Facilities Performance Indicators (FPI) since 2008, and we have used Sightlines as a source of third-party benchmarking since 2010. In addition, NMSU contracted with Deloitte Consulting in 2015 for a university-wide staffing study, and one of the outcomes is a span and layers analysis that is currently underway.93 Our targets in maintenance, grounds and custodial staffing levels are to be slightly better than regional averages in the FPI and against our peers in Sightlines.

As a result of our benchmarking process, we have continually assessed positions as part of our “no new money” initiative, and as one example, we reallocated a position from Facility Operations to Environmental Health Safety and Risk Management due to increased compliance requirements. We recently surrendered a couple of custodial positions to bring our staffing in line with APPA regional averages, as our staffing had remained constant, but the regional averages had changed.

5.2 TRAINING PROGRAMS PROVIDE FOR NEW EMPLOYEE ORIENTATION AND TECHNICAL SKILLS ENHANCEMENT FOR ALL STAFF.

The environment in New Mexico is rigid and structured with respect to the trades’ licenses, and as a result, a significant amount of Continuing Education Unit (CEU) requirements exist. NMSU pays for the maintenance of these licenses as a part of our agreement with the bargaining unit; however, because we believe strongly in the value of licensing and certification, we encourage all trades employees to consider new or additional licenses and we provide the training and pay for the testing necessary in order for this to take place. In addition, where possible, we rotate our Structural and Facilities Maintenance Technicians through the shops to help them decide if they want to pursue additional training and licensing in a particular trade. We have in place a methodology for advancement when unlicensed staff obtain a license, and we are proud that many people have been promoted as a result.
Departments are encouraged to have a departmental orientation for every new employee and most units do. Supervisors are expected to ensure that all employees complete applicable job-specific safety training.

Environmental Health Safety and Risk Management develops annual workplace safety training focused on facilities issues and provides special sessions in addition to routine offerings. As of 2015, all NMSU employees must pass an Employee Safety orientation that is delivered online. Facilities Operations personnel are also required to pass four hours of training on safety processes and injury prevention. In addition, certain operational safety training such as the aerial lift and powered industrial truck operation includes hands-on skills testing.

5.3 AN EFFECTIVE COMMUNICATION SYSTEM EXISTS WITHIN THE DEPARTMENT TO ENSURE THAT EACH EMPLOYEE KNOWS HIS OR HER ROLE IN THE DEPARTMENT, THE ROLE OF RELATED AREAS, AND THE OVERALL ROLE OF THE DEPARTMENT.

- Training programs that promote diversity and opportunities for advancement will be developed.
- A “New Facilities Employee Orientation” will be developed and provided to each new OFS employee. An excerpt from the new employee orientation that was developed at the University for North Texas follows in the Appendix.
- A Facilities and Services new employee orientation has been developed although implementation has been inconsistent. This will be a targeted area for FY 13.
- The new orientation in a revised format has started with two monthly orientations to date.
- Numerous orientations are held throughout the organization to accomplish this, although this has been an area of concern and renewed effort.
- Turnover in PDE and in Custodial has reached problematic levels and a new initiative to hire more effectively has been started.

New non-exempt employees must be trained on the process for entering time into AiM, and this training has the important side effect of making sure that supervisors or assistant supervisors work with the new employee from the first day. We publish regular newsletters as the “Sometimes Monday Morning Memo,” and we generally share these newsletters with the campus. Employees also gain an awareness and knowledge of their roles as well as the roles of others through “all hands” and shop meetings. We have many informal meetings, as we have lunch activities for holidays, birthdays, and team building. While these are intended for relaxation and for fun, these events also serve to educate people on their role in their organization. Supervisors are encouraged to take time to walk around with every new employee and introduce him or her to other department staff, and most do.

5.4 SAFETY POLICIES AND PROCEDURES HAVE BEEN ESTABLISHED, WRITTEN, AND COMMUNICATED TO ALL STAFF.

- This has always fallen within the purview of Environmental Health and Safety (EHS), which has been a part of Facilities and Services in the past and was reunited in 2010. Since 2010, EHS has found efficient new ways to communicate safety initiatives as synergies have been developed.
- The EHS safety policies and procedures are documented and available to all staff on the EHS website as well as through instructor-led training classes given by EHS personnel. These training classes are provided to instruct employees on all applicable government regulations and on NMSU policies and procedures.
- EHS continues to offer safety policies and procedures on the website. An enhanced version of the EHS website is expected to be released by the end of 2015. EHS transitioned management of employee safety training to a university-wide centralized training system.

The Environmental Health Safety and Risk Management (EHS&RM) unit develops and executes comprehensive health and safety programs for the university. These programs comply with all applicable
federal, state, and local regulations. The details and requirements of these programs are available to all staff via the EHS&RM website, various safety training opportunities, and one-on-one interaction with the EHS&RM Team.  

Each year, through these various programs, EHS&RM provides health and safety-related information, training, and evaluations for faculty, staff, and students. EHS&RM has an extensive internal inspection program that not only identifies noncompliance and safety hazards but also identifies if personnel working in that area have received their required safety training. In 2014, EHS&RM transitioned management of employee safety training records and EHS&RM safety class registration functions to a university-wide centralized training system. In 2015, using this system, the university achieved a 97% compliance rate in the delivery of a general employee safety training module to employees.

5.5 Accident records are maintained and used to reduce accidents and identify needs for special attention.
- The safety program will be reviewed.
- All Employers’ First Report of Accident Forms and a low percentage of completed Supervisor’s Accident Investigation Reports are provided to EHS for review.
- A goal is to increase the completion of Supervisor’s Accident Investigation Reports.
- All Employers’ First Report of Accident Forms and an increased percentage of completed Supervisor’s Accident Investigation Reports are provided to EHS for review.

Environmental Health Safety and Risk Management (EHS&RM) coordinates with the Workman’s Compensation Coordinator and monitors all Las Cruces campus accidents and injuries. A review is completed of each incident to determine the cause and assist the supervisor with corrective and preventative actions. Once the incident review is complete, EHS&RM provides the supervisor with a documented incident response report that outlines the incident, the cause, as well as corrective and preventive actions. The supervisors are also provided a periodic summary of injuries and illnesses with lost and restricted time. The result of this increased communication is that we have sustained a 43% drop in cases of lost and restricted workdays over the last five years.

5.6 The organization promotes employee development and professional development through formal education, training, and on-the-job training such as rotational assignments, internships, or job exchange programs.

5.7 Career development is supported through involvement in job-related and professional organizations, and opportunities to advance within the department.
- OFS will stay involved with APPA, RMAPPA, CAPPA, ISSA, and other professional organizations and will take advantage of continuing education opportunities.
- FS had advanced professional development by making sure that training matches a departmental need, is identified on the annual evaluation, and is communicated to management in time to budget.
- Increased emphasis on licensed trades has resulted in many opportunities, and three staff members were able to advance in pay grade this past year. In addition, three supervisory positions in the shops also received pay increases through licensing initiatives.
- FS worked with HR to allow hires within set periods of time to obtain licenses.
- Developing trades personnel has become a necessity in licensed positions as salaries have lagged.

Rotational assignments, formal education, and on-the-job training for non-exempt personnel were discussed in Section 5.2. Four people have progressed from the facility technician position to licensed
journeyman positions. We provide encouragement for those who wish to advance in all areas; three people have been promoted from the Facility Operations Shops into Project Development and Engineering as Assistant Project Managers as has one accountant and an administrative assistant. We stress that performance and participating in training are the prerequisites for advancement and promotion, not “time-in-grade” and we are proud that so many have taken advantage of this opportunity. We track in-house promotions.99

The Executive Director of Facility Operations and the former Director for Facilities Maintenance have obtained their Educational Facilities Professional (EFP) designation. As noted elsewhere, Facilities and Services has three people attending the APPA Facilities Institute, three going through the Leadership Academy, and one manager in Environmental Health Safety and Risk Management attended the Women’s Leadership Institute. Positioning high potential employees for advancement is a significant component of succession planning, and Facilities and Services has been able to motivate many such employees to engage and seek further development.

5.8 Work performance and attendance tracking measures are in place, are understood by staff members, and are used by supervisors to assess performance.

- Development of these measures will be a goal for the administration department.
- AiM has improved the ability to track this data, although the use for performance measures has room to be improved upon.
- The Facilities and Services HR liaison calculated turnover for all departments to be used for analysis.
- This past year, all performance evaluations were moved to the electronic process.

All of the NMSU evaluations are now electronic for ease of tracking. Each supervisor sits down annually with each employee, and Facilities and Services encourages everyone to do a progress check at the six-month timeframe. NMSU has a six-month probationary period after which non-exempt employees may receive a 5% raise. Attendance and time are entered in AiM.

5.9 The organization utilizes both formal and informal assessment methods and measures to determine employee well-being, employee satisfaction, and motivation. Assessment findings are linked to performance results to identify priorities for improving the work environment, employee support climate and the supervisor’s effectiveness (coaching).

- A formal employee satisfaction survey will be conducted.
- A formal employee survey was scheduled for this year and was delayed while an “Environmental Scan” was conducted. This survey was completed in the spring of 2013.
- An employee engagement survey was conducted.
- A campus-wide employee satisfaction survey was also administered.
- FS conducted a 360-degree supervisory survey in 2016 in response to the employee engagement survey and the plan is to alternate this survey with the employee engagement survey.

Facilities and Services conducted an Employee Engagement Survey in 2013, 2014, and 2016. This survey is a standardized survey instrument administered by the University of Texas Institute for Organizational Excellence.100 We specifically request results categorized by departments and shops, and by supervisory and non-supervisory personnel. Being able to view the results in this manner allowed us to be able to identify priorities and address issues by work area, and in some cases, provide coaching for supervisor improvement when it was indicated. Our results were so positive and beneficial that the same survey
was repeated again in 2014 and 2016 for the Administration and Finance Division, and plans are to repeat the cycle every two years.

Facilities and Services participated in 2014 so that we could be on the same cycle as the Division, although we did discover that conducting a survey too frequently leads to a feeling that the survey results were not adequately addressed. The entire campus participated in an employee satisfaction survey in 2014. In all cases, the results of the surveys were posted, discussed, and acted upon. The survey results as provided by the Institute for Organizational Excellence came with a recommended timeline for discussion between surveys, and where practical this was used to lead discussions. In keeping with our desire to foster unit decision-making, we allowed each to area to have their own sessions to review the results. Dale Carnegie coaching has been used in some departments to foster efforts to improve teamwork and the workplace climate.

5.10 Employee Recognition Programs Are in Place for Individuals and Groups (May Include Community Service).

- A recommendation from CommTech Transformations led to the creation of the Administration and Finance Voice; this committee was tasked with developing an employee recognition program.
- The Strickland Award has been expanded, and a new AVP Award was initiated.
- Facilities and Services initiated the Ray Martinez Award in the custodial area at the suggestion of the employees.

Facilities and Services instituted the Strickland Award in 1997 to honor Charles Strickland, who served as NMSU’s Physical Plant director from 1911 through 1956. The Strickland Award was created to recognize individuals who have rendered exceptional service to the organization that is now Facilities and Services and is given out annually to multiple recipients. The AVP’s Award was implemented in 2012, and last year Facilities and Services instituted the Ray Martinez Award for attendance in honor of a custodial supervisor who literally passed away at his desk after 35 years of service. NMSU awards include the We Care Award, the Ralph B. Crouch Award, the Stephen W. and Robert E. Roberts Memorial Staff Award, and the Above and Beyond Award. Facilities and Services actively participates in these recognition programs; Katrina Doolittle, the Executive Director of Environmental Health Safety and Risk Managent, was the Crouch recipient in 2013 and David Silva was selected for the Roberts Award in 2013. Ralph Lucero, Sr., Plumbing Supervisor, was the first recipient of the NMSU Above and Beyond Award in 2011. We ultimately were able to name the central plant after Mr. Strickland, and a gas regulator station and a bicycle repair station after long time Facilities and Services employees.

5.11 Processes Are in Place to Determine the Effectiveness of Recruitment and Retention Programs and to Identify Areas for Improvement.
Facilities and Services has periodically calculated the turnover of the departments for review and spot checking, and in general, we are performing well above the averages that we were able to find. To recruit for many positions, we have created unlicensed positions and then provided time to obtain the certification; we have posted and filled Facility Engineer, Steam Fitter, Asbestos Coordinator, and Master Electrician positions in this manner. In all cases, the persons selected obtained the appropriate licensure and/or certification within the required time. In every case but one, the employee remains employed with Facilities and Services. We often repeat the question heard around APPA, “What if we train our employees and they leave?” Of course, the corollary is, “What if we don’t train them and they stay?” We periodically conduct exit interviews to evaluate our work climate, as sometimes employees that are leaving may be more apt to be forthcoming. We use care when we do this.

Maria Olivas
2018 AVP Award Winner
w/ President Floros and Provost Mason
6.0 Process Management

Effective process management addresses how the facilities organization manages key product and service design and delivery processes. Process management includes various systems such as work management, performance standards, estimating systems, planning and design of new facilities, and other key processes that affect facilities functions.

6.1 Processes are in place to ensure that departmental facilities and equipment are adequate for the provision of effective and efficient services.

- Historical data, customer feedback, management reports, benchmarking results, and anecdotal information (“management-by-walking-around”) will be used to continually evaluate service delivery.
- These processes are continuing; in addition, the Sightlines benchmarking reports provide valuable comparisons with peer institutions.
- The Executive Directors have been developing a minimal number of reports to guide this analysis.
- Hunter Consulting and Training was engaged to review custodial and maintenance operations, and this review included equipment.

The office and shops are located in a dedicated compound at the edge of campus, and a number of improvements have been made in recent years to improve productivity, synergies, and communications. These have included a relocation of the Mechanical Shop and the Custodial central office, and the reorganization of the utility department to locate technicians closer to their responsibilities and duties at the Central Utility Plant. Project Development and Engineering (PDE) moved from separate groups managing Design and Construction to a methodology known as “concept-to-completion” where each Project Manager oversees a project from “cradle-to-grave,” and all staff in PDE were relocated into the main building to facilitate collaboration.

Facilities and Services uses the APPA Facilities Performance Indicators (FPI) to measure many activities. While we have had some lively discussions both internally and externally with our friends in APPA as to what the Work Order Hours in Backlog truly represents, we feel that this is “what the customer sees” and thus the time it takes from when the request is made to until the work order is closed is one of the most important measures we have. When we compared this time with “Material On Hand” vs. “Material Not On Hand,” we realized that lead-time for materials purchases was an area in which significant improvement was needed. As a result, an improvement plan for materials services has been submitted and approved and the materials warehouse was reorganized under Facilities and Services.103

Facilities and Services has developed a Vehicle Replacement Plan and an Equipment Replacement Plan for Grounds, and NMSU has an Equipment Repair and Renewal program. Each Director is responsible for continually evaluating their facilities and equipment to ensure that it is more than adequate for the provision of services.104

6.2 An effective work management system is in place to identify, report, correct, and document substandard conditions and maintenance requirements.

- The Facilities Condition Assessment module was just implemented in AiM.
- The BRR team met over 12 months to establish the 5-year plan.

Assetworks AiM is the facility management system used by Facilities and Services, and this system gives direct access to faculty, staff, and students on the campus for the reporting of observed maintenance
needs. Facilities and Services employees also can submit requests for work to be performed. Environmental Health Safety and Risk Management conducts laboratory and safety inspections, as does the Fire Department, and they both also report maintenance deficiencies that are entered and tracked with AiM.  

Project level needs are met through Project Development and Engineering. This last year, we completed a multi-year Building Renewals and Replacements plan that addresses the deficiencies at the building system level. At the highest level, we use the Capital Outlay Process and the Campus Master Plan in conjunction with the Facilities Condition Index (FCI). We recently added the Assessment and Needs Analysis module to AiM to help us track system improvements that lower the FCI.

6.3 **Work Authorization and Scheduling Procedures Have Been Established That Are Consistent with the Identified Role of Each Work Unit and Achieve an Equitable Distribution of Resources.**

- Assetworks AiM has been used for three years now, and we are barely scratching the surface with its capability in this regard. Plans are to send several staff members to other institutions to see what others use for KPIs and reports.
- PDE and Facility Operations have developed a triage process for project requests.
- Facilities and Services maintenance and custodial have been merged with Auxiliaries maintenance and custodial groups. Many processes are being worked through for efficiency.

The Facilities and Services website allows customers to decide between a project and a work order request. These always warrant an internal review, and a triage group with designated staff from Facility Operations and Project Development and Engineering meets weekly to make sure that the work is assigned to the appropriate unit. Facility Operations regularly reviews an open work order report that helps to make sure that workload is equitably distributed and for outsourcing if any workload is deemed to be excessive. Project Development and Engineering projects are assigned based on a judgment of the balance between dollar value and volume. The business office measures the number of requisitions by individual.

We have worked diligently in Facilities and Services to foster a sense of ownership and that we manage facilities on behalf of the NMSU Board of Regents. We occasionally have politely informed users that their facility requests must be modified before authorization can be provided.

6.4 **An Effective Preventive Maintenance (PM) Program Is in Place to Provide Regular Inspection and Servicing of Facilities Equipment to Assure Maximum Service Life, Reliability, and Operation.**

- The new work order system will be used to establish and refine preventative maintenance (PM) procedures. All OFS workgroups will have input to the development of the new work order control and PM system. Input from the trades is critical to the establishment of an effective PM program.
- The implementation of the PM program has not been as rapid as previously hoped but is making progress.
- A PM Coordinator position was created to accelerate the full implementation of the PM program.
Sightlines data shows that FS has moved towards performing an increased amount of PM.

NMSU Facilities and Services created and hired a preventative maintenance coordinator position that focuses solely on preventative maintenance. This position works with our information technology support group, Financial Systems Administration (FSA), to refine our preventative maintenance processes. We have implemented fairly sophisticated programs for some of our more critical systems, and the team presented our Water System Preventative Maintenance Program at CAPPA 2014 in El Paso. To make sure we comply with our responsibilities as a natural gas Master Meter Operator, we added a special preventative maintenance process for our natural gas distribution system. This past year, we added the campus fume hood assessments to AiM in collaboration with Environmental Health Safety and Risk Management.

6.5 An estimating system is used that provides accurate estimates of labor and material requirements in order to plan and schedule the execution of work and to determine the causes of significant deviations between actual costs and estimated costs.

- The project estimating system will be reviewed. A business model using “firm estimates” will be reviewed for applicability at NMSU (this was instituted at the University of North Texas and presented at CAPPA).
- An estimator has been selected and hired, and changes have been implemented in the process for consistent estimates. RSMEANS training will be conducted.
- An estimating program was added to AiM.

Project Development and Engineering (PDE) has an estimator, and Facilities and Services has implemented a standardized process that provides budgetary estimates to faculty and staff at NMSU. A Project Request Form requesting a budgetary estimate is submitted to Facilities and Services, and this document is then routed through the triage process.

The triage process consists of a group of staff representing different departments within Facilities and Services that decides on how the project requests will be distributed. Some of the considerations are the dollar threshold for capitalization, number of trades involved, workload distribution, and permitting requirements. We strive to be able to complete requests as expeditiously and efficiently as possible, and the Facility Operations shops can move quickly on the small scale renovations if the appropriate conditions are in place, the needs are well defined, and the workload permits. When the project is assigned to Facility Operations, the shops may prepare the budget, however, an estimate is prepared for all billable work.
When assigned to PDE, a project manager contacts and meets with the customer to determine the exact nature of the work being requested, inspects the area where the work will be completed, and obtains any additional information pertinent to providing an accurate budgetary estimate. Once this step is completed, the project manager meets and provides the estimator with the scope of work, drawings, and any other necessary information needed for compiling the estimate. Under certain circumstances, the person meeting with the customer will compile the estimate.

A budgetary estimate is then prepared using the methods described. Once the estimate is completed, the estimator meets with the project manager, reviews the estimate, and answers any questions. The project manager then meets with the customer, explains the estimate, and responds to any questions. Once this process is complete, the estimate is filed electronically in a PDE file and in AiM for future reference.

A third-party estimator working directly for NMSU is generally employed on capital projects and this has improved our accuracy immensely.

PDE has compared the difference between the estimated costs and actual costs, and while we have some ideas and theories about the differences, we have not fully implemented an analytical process for determining the cause for the deviations.

**6.6 Design Guidelines** that incorporate such elements as energy consumption, operating costs, environmental concerns, maintainability, sustainability, accessibility, and safety have been prepared, updated, and are utilized.
- The design guidelines will be reviewed with OFPC and updated when necessary to accurately reflect OFS and NMSU requirements. Life cycle cost analysis will be emphasized.
- The first draft of the Design Guidelines has been published, and revisions are in progress.
- The Design Guidelines are being used on all large projects.
- A review of the Design Guidelines is in progress.

The Facilities and Services Design Guidelines call out our preferences to assist the architects, engineers, and commissioning agents in the construction process. Our four volumes of Design Guidelines and supporting documentation are listed on our web page and are maintained with input from all staff in Facilities and Services. The Design Guidelines include drawing details and specifications to address maintainability, and the Sustainability Manager and Environmental Health and Safety (EHS) staff are involved in the project planning and review process, although the role of EHS in large construction projects is carefully defined so as to maintain accountability by the contractor. NMSU builds to meet or exceed LEED Silver, although this is also a state requirement.

**6.7 The Delegation of Budgetary Responsibilities for Management of Sub-units of the Budget is Effective in Controlling Expenditures.**
- Accountability will be developed for Directors and Supervisors by requesting their input early in the budget cycle and through regular budget reviews.
- Monthly and quarterly budget reports and presentations are conducted, and Facilities and Services has been slightly under budget each year.
- An annual unit budget presentation and subsequent reallocation request that encourages efficient use of resources has been developed.
Monthly reviews have had the impact we hoped for, as FS consistently comes in under budget and is accelerating the BRR expenditures.

The business office has regular meetings with the staff at the supervisory level. Ours is a complex budget with a significant recovery burden that detracts from the focus on core activities, but we have been able to reduce this “recharge” burden in a manner that corresponds to our reduction in positions over two budget cuts, thus increasing our focus on maintenance.

Project Development and Engineering moved from separate and distinct phases of design and construction to the “concept-to-completion” model, and each project manager has complete autonomy over the project budget. The business office tracks change orders and the reasons for them, and these may be used when considering the performance of the design professionals in the next Request for Proposal scoring process.

The utility service center meets periodically with the Auxiliaries units such as Special Events, Corbett Student Union, and Residential Housing to review utility invoices and make sure that there are no surprises at year-end. The Fire Department is partially funded by Doña Ana County and is routinely successful in obtaining grants from the County Fire Fund. In mid-November, the Fire Department received a $100,000 grant. Despite the fact that hazardous material disposal costs have increased substantially over the past three years, and the budget for this cost has been reduced, Environmental Health Safety and Risk Management continues to meet budget.

All units have been within budget for a number of years now, and we have established the culture of wringing every last dollar out of our available budget. In addition, the Associate Vice Presidents of Facilities at NMSU and at the University of North Texas have joined together on an APPA CFaR research project that will study “Recovery and Recharge” as a financing and budgeting mechanism for institutional facilities management. This past year, we consolidated the Corbett Student Union and Residential Housing custodial and maintenance staff with ours. The year before, we assumed the custodial duties from Athletics. Stringent budget monitoring has been required to make sure that these Service Level Agreements have the desired positive impact on the Facilities and Services, Athletics, and Auxiliary budgets.
Juniper Hall
Opening fall 2019
7.0 PERFORMANCE RESULTS

THE FACILITY ORGANIZATION’S PERFORMANCE CAN BE ASSESSED THROUGH CAMPUS APPEARANCE; EMPLOYEE SATISFACTION AND MOTIVATION; EFFECTIVENESS OF SYSTEMS OPERATIONS; CUSTOMER SATISFACTION; FINANCIAL RESULTS; AND, SUPPLIER/BUSINESS PARTNER RESULTS. WHERE FEASIBLE, IT IS HELPFUL TO HAVE MEASUREMENT TOOLS IN PLACE TO ASSESS PERFORMANCE IN THESE AREAS.

7.1 THE APPEARANCE OF THE BUILDINGS AND GROUNDS IS IN KEEPING WITH THE SURROUNDING COMMUNITY AS WELL AS THE DESIRED IMAGE OF THE INSTITUTION.

The Facilities and Services Grounds Department and the Facilities and Services Custodial Department are two of our organizational “shining stars.” In particular, numerous visitors to campus comment on the beautiful and well-maintained grounds, and the Chancellor recognizes the stellar work of the Grounds Department at many of his speaking opportunities. This leads to immense pride within the department because everyone knows that they contribute to the appearance of the campus and that it is extremely important in recruitment and retention.

We are situated on a large campus site in the desert southwest and balance the desert landscape with attractive greenery. The Master Plan provides guidance on plantings, and we use xeriscaping around the buildings where possible to conserve water resources and avoid water infiltration.

The metrics that are tracked with Sightlines and the APPA Facilities Performance Indicators (FPI) are performance related. We benchmark costs and FTE per acre, although we have a pretty significant advantage over others with our desert environment and low regional labor costs, and we compare very favorably with others. Sightlines provides an opinion rating on appearances as part of their services, but in general, their ratings are largely anecdotal. High marks from the Chancellor and visitors to the campus are very meaningful to us.

At New Mexico State University (NMSU), we are proud of our campus heritage. In 2005, The Getty Foundation awarded NMSU a Campus Heritage Grant to support a comprehensive survey of historic buildings and landscapes and to develop historic preservation policies and guidelines to direct future conservation work and maintenance activities. The stated goal of the NMSU Heritage Preservation Plan was “to identify and discuss the historically significant buildings, structures, landscapes, and objects located on the NMSU campus, which contribute to the architectural and cultural heritage of the university.” In addition, the Heritage Preservation Plan is intended to supplement the university’s 2006 Master Plan for the campus and work in concert with the overall goals of that plan.112

In October of 2015, a photo of the sun peeking through the trees along a grass-lined walkway on NMSU Las Cruces campus was posted on the University Communications’ Facebook page on NMSU New Page. The image was labeled, “It’s a beautiful Thursday morning on the #NMSU campus.” This photo represents the pride the grounds staff, students, graduates, and rest of the NMSU community feel for the campus. The appearance of the buildings and grounds are held in high regards and a top priority for administration, staff, and alumni. Over 18,000 views and 850 likes for one beautiful photo speaks volumes.113

7.2 THE CONDITION AND CLEANLINESS OF FACILITIES ARE IN KEEPING WITH THE IMAGE AND STANDARDS ADOPTED BY THE INSTITUTION AS WELL AS ACTIVITIES ASSOCIATED WITH ITS MISSION AND PROGRAMS.
The Facilities and Services Custodial Department is a bright spot in our organization. At a measurement in 2015, they had a 2% turnover (yes, 2%), even though our starting pay was still in the $8 per hour range. In the 2015 APPA Facilities Performance Indicators (FPI), each custodian was responsible for 29,600 gross square feet, which was slightly less than the regional average. Consequently, we surrendered three vacant recycling technician positions for the 5% budget cut in fiscal year 2015-2016, and now have the custodians picking up the recycling in many facilities. We were able to accomplish this and still maintain service levels through the use of efficient equipment and by starting a weekend custodial group that reduces overtime and keeps our facilities looking their best on the weekends when we have many visitors to campus. We also have a team building approach to attendance, and from time to time have hit the 100% attendance mark. Excellent attendance from our custodians allows us to stretch our scarce resources.

As the local, state, and national trends have been towards increasing the minimum wage, NMSU has fallen behind. We are located outside the city limits, and to date have been unable to keep up with new minimum wage amounts. Efforts are ongoing to convince administrative leadership that we are penny-wise and pound foolish by becoming a custodial training ground for the other entities that pay minimum wage while also providing benefits.

Our goal is to achieve APPA service level 2, and our tasks are built around this. Some areas require more attention to detail, such as the NMSU Health Center, the Athletics’ locker rooms, and the Corbett Student Union. The custodial staff at Corbett Student Union and Residential Housing was transitioned to Facilities and Services in 2015, primarily for efficiency and standardization.

### 7.3 Building Systems and Infrastructure are Maintained and Operated at a Level of Reliability That Contributes to the Successful Implementation of the Institution’s Mission and Programs.

- Regular meetings with key administrators will be held to ensure that the OFS initiatives are aligned with the NMSU mission and that OFS is meeting the departmental needs.
- Efficiency and performance measures will be developed for the central utility plant and the delivery of utilities.
- A capital outlay process has been implemented, the campus facilities index is calculated from an update to the 2006 New Mexico Condition Assessment, and the FCA will be monitored.
- Regular tours of campus that include an annual light survey are conducted with key administrators.114
- In 2013, the Campus Master Plan was refreshed, a Fire Alarm Master Plan and Electrical Master Plan were started, and a Campus Drainage Remediation Plan was completed.
- Facilities and Services developed a 3-year Building Renewals and Replacements plan that has stretched into a 5-year plan.
- The AVP of FS and the University Architect meet annually with every Dean, Vice President, and Community College President.

Facilities and Services receives an annual funding allocation for Building Renewals and Replacements (BRR). This past year, an internal, cross-sectional team met bi-weekly for a year to assess each building system. This led to the creation of what we called a 3-year plan, although by design the listed needs exceeded the available funding so in places we also called it a plan for the next five years. We made presentations and prepared a BRR booklet, and the result was so effective that the allocation process for BRR was changed to provide approximately $700,000 more in funding support for infrastructure.115
Improvements we have made with central utilities systems are the replacements of many sections of older primary cable in the 24.6 kV electrical distribution system, commissioning of the satellite ice plant, and the installation of a steam turbine at the cogeneration plant. All of these improvements have increased the reliability of what was already a very dependable system. The Ameresco Performance Contract was extremely successful and accomplished approximately $15 million worth of infrastructure improvements. With the boost from these investments, we will meet our asset stewardship goals for the first time in years.

7.4 FUNDING RESOURCES ARE EFFECTIVELY USED AND ARE ADEQUATE TO SUPPORT A LEVEL OF FACILITIES MAINTENANCE THAT PREVENTS THE DEFERRAL OF MAJOR MAINTENANCE AND REPAIRS.

- The APPA Facilities Performance Indicators will be used for comparisons with peer institutions. Engagement of an outside firm such as Sightlines will be investigated although funding will need to be identified.
- NMSU has completed the FPI and has engaged Sightlines for the last two years. In addition, NMSU Facilities and Services employed Arcadis to update the 2006 Parson’s NMSU HED Facilities Condition Assessment and has used all three studies to defend and justify expenditures.
- Facilities and Services installed the Assessment and Needs Analysis.

Facilities and Services benchmarks our funding resources and expenditures through the APPA Facilities Performance Indicators and through Sightlines. The adequacy of funding resources has become an item of significant interest at the levels of the Board of Regents and the New Mexico Higher Education Department, and we have prepared numerous presentations to help detail the campus needs.

Sightlines prepares a graph we show often that helps with establishing our target need. With the benefit of the Ameresco Performance Contract, we have exceeded our target asset reinvestment amount for the first time in years. In addition, the Chancellor continues to support a “no new net square footage” policy and if we can continue to hold that line, we will be able to pretty much arrest the asset deterioration and begin to buy down the deferred maintenance.

7.5 STAFF IS HIGHLY MOTIVATED AND PRODUCTIVE, TAKING PRIDE IN THE ACCOMPLISHMENT OF THEIR DUTIES.

- An employee satisfaction survey and frequent contact with employees through meetings and shop visits will be used for the measurement of staff morale.
- Facilities and Services executive administration has worked to increase the number of service awards; the Strickland Award has been awarded to an employee of each unit, and AVP’s award was created for the employee who exhibits measurable results, and periodic Monday Morning Memos are sent to all employees and occasionally the campus recognizing the accomplishments of the employees.
- Administration and Finance started an employee managed recognition program in the latter part of 2013.
- The Employee Engagement Survey has numerically measured the staff morale.
- FS has completed a 360 Degree Supervisory Assessment for the leadership team.

We enjoy the support of the top-level administration in this regard and it does wonders for our morale. Former Chancellor Carruthers regularly recognized Facilities and Services when he spoke on campus, and Chancellor Arvizu and President Floros have started acknowledging the campus appearance. NMSU conducted a campus-wide employee satisfaction survey, and the Administration and Finance Division also conducted an Employee Engagement Survey using the same survey instrument that we had used the year before. We routinely acknowledge employee accomplishments through pictures and emails to
the Chancellor, to the President, to the Senior Vice President for Administration and Finance, and to the Executive Vice President and Provost, and these are nearly always acknowledged with a note of appreciation that we share with the staff.

Publication of our activities in the Chancellor’s and the Administration and Finance weekly report is a regular occurrence and a morale boost for Facilities and Services employees. The Chancellor and the Senior Vice President for Administration and Finance are available to meet with our group. Chancellor Carruthers made time to come by and thank everyone at our annual picnic in 2018.

The 2014 Employee Engagement Survey stated, “At 72%, your response rate is considered high. High rates mean that employees have an investment in the organization, want to see the organization improve, and generally have a sense of responsibility to the organization. With this level of engagement, employees have high expectations from Leadership to act on the survey results.” That said, we were not satisfied with our scores on the Employee Engagement Survey and have made the initial efforts to “move the needle on the dial” on many of the concerns.

New Mexico State University Facilities and Services sponsors and helps with numerous campus beautification events such as Keep State Great, where volunteers come together to spruce up the campus; Greek Week, when the “A” is painted on “A” Mountain; we recognize Arbor Day with tree planting; and National TRiO Day, where young people are encouraged to complete a day of service.

7.6 Customer satisfaction measures ensure that the levels of service are consistent with customer needs and requirements and within the Facilities Department’s capability.

As mentioned in numerous places throughout this submission, we take the pulse of the customers in many different ways. We diligently work to set clear expectations, as the budget cuts brought about by declining enrollment have had the predictable adverse impact on many services. Despite declining enrollment, we do have the same square footage and about the same number of buildings, although we also have support from the administration for reducing the total square footage if we can afford to do so.

Despite these challenges, our Customer Service Survey continues to indicate a high level of satisfaction on campus with our services, as do our frequent meetings with campus senior leadership.

7.7 Managers and supervisors stay in touch with the needs of the education enterprise.

- Communications with the campus community will be emphasized at all levels. This communication will take place through formal surveys and regular informal meetings with the OFS constituency.
- A customer satisfaction survey has been conducted for the last three years and an employee survey was conducted in the spring of 2013.
- The Associate Vice President and University Architect discuss and/or meet with Deans and Community College Presidents annually to review needs.
- Facilities and Services reorganized the building maintenance group to improve responsiveness.
We employ many mechanisms to make sure that we stay connected to the NMSU System needs. All units in Facilities and Services make it a point to engage with the campus community, and we are proud of the role we play in the mission of the institution.

**University Architect / Space Management**
The University Architect stays in touch with the needs of the education enterprise through communication on various levels. Each year, the University Architect and Associate Vice President for Facilities and Services set up an in-person meeting with the Deans of the Colleges to review the capital outlay requests for the year. The individual colleges/departments communicate their goals, concerns, and needs during these meetings. Beyond the campus, the university architect participates in professional organization seminars and informative local workshops that reflect current trends, products, and analysis related to higher education. At the individual level, periodicals and recent publications to become knowledgeable on the market sector served are sought out.

**Facility Operations**
Facilities Operations reviews the annual customer satisfaction survey results with the shop employees and implements strategies to make improvements based upon the voice of the customer. We meet with departmental representatives, present upgrades to the facility, and ask for their suggestions. The shops conduct coordination meetings with project stakeholders prior to starting work to ensure minimal impacts to their daily operations. The leadership team also subscribes to CAMPUS HOTLINE to keep abreast of what is happening on campus, and we enter important events into the shared Facility Operations Important Events Calendar so that we can proactively anticipate their needs.

**Project Development and Engineering**
Project Development and Engineering is in the unique position of listening to their customer’s needs and direction as projects are developed, designed, and constructed. In addition, we attend research rallies and employee council forums. Our Chancellor and Senior Vice President for Administration and Finance each produce newsletters that provide insight into various college or business endeavors, and these allow us to integrate and expand upon those ideas that promote the organization.

**Business Administration**
Facilities Business Administration supports the university educational mission through the oversight and allocation of financial resources to be used for the delivery of efficient and high-quality facilities and grounds services. Facilities financial status reports are provided to university constituents and meetings are held on a regular basis. Financial data, including rates for services, is maintained on the facilities webpage and easily accessible to the campus community. Responsive and efficient customer service is tracked and measured through customer satisfaction surveys.

**Environmental Health Safety and Risk Management**
Environmental Health Safety and Risk Management (EHS&RM) engages in a proactive role for planned research that includes facility modification recommendations, research rally presentations, research proposal compliance review, and experimental safety plan reviews. EHS&RM is a regular member on two of the faculty research oversight committees and co-instructs an academic Laboratory Safety course with the Chemistry Department. EHS&RM develops and maintains licenses, registrations, and programs that allow researchers and instructors to obtain and use restricted hazardous materials.
NMSU Fire Department
The Fire Department participates in weekly meetings with the Activities Review Committee to ensure that student-sponsored events are safe, fun, and enjoyable, and the department serves in an advisory capacity to the Doña Ana Community College for both the Fire Science Program and Law Enforcement Program. The Fire Department is a participating member of the Conduct Assessment/Response and Education (CARE) committee. This committee monitors behaviors of concern involving students, employees, and visitors on NMSU campuses across New Mexico.
8.0 Items Unique to New Mexico State University

This section includes items and subjects that are not covered by the criteria in Sections 1 through 7 and has campus specific accomplishments.

8.1 Internal Advisory Committee

As we approached the development of the Internal Advisory Committee, we were familiar with the great work that Chris Ahoy did at Iowa State University. Their facility organization won the Iowa Recognition for Performance Excellence based on the Malcolm Baldrige Award. We contacted Mr. Ahoy when we structured our Internal Advisory Committee and used many of his ideas in the development of ours.119

Representatives from all units are invited to participate on the Internal Advisory Committee. The goal of this committee is to provide a venue for the expression of concerns, ideas, and suggestions that impact all areas in Facilities and Services. The first assignment for the committee was to review the organizational name, the mission statement, the goals, and the values, and this was extremely helpful as the various strategic plans were developed. The committee has made decisions about yard access as relates to the vehicular and personnel entrances, and they provided input into the trades’ license reimbursement process and the essential personnel program that resulted in changes to the procedures. On a more casual note, the internal advisory committee plans the Annual Picnic.120 We asked the committee for input on the new uniforms, and what followed was a significant amount of discussion about the role of the committee. This committee has been a learning process for us but is one that we feel is worthwhile.

8.2 Sustainability

The NMSU Office of Sustainability is a resource for the campus community to develop and promote a common vision of sustainability through innovation, education, and action. Reducing the university’s ecological footprint is a goal.121

In 2012, the Sustainability Manager led a team that achieved a rating of Gold in STARS, the Sustainability Tracking, Assessment and Rating System developed by the Association for the Advancement of Sustainability in Higher Education (AASHE).122 Other activities include updating and reporting on the American College and University Presidents Climate Commitment (ACUPCC) and keeping the Climate Action Plan current.123 The Sustainability Manager oversaw construction of the Environmental Education Center, and the office supported and encouraged the installation of 39 bottle filling stations on campus. The Sustainability Manager prepares an annual report, and information about our activities is listed on the Sustainability and WeCARE (Energy Performance Contract) websites.124

The Ameresco Energy Performance Contract Project won the 2015 New Mexico Association of Energy Engineer’s Energy Project of the Year award (NMAEE). NMSU entered into an energy performance contract with Ameresco, an energy services company. As of this summer, the university has seen a significant reduction in the campus energy consumption.125
8.3 ENVIRONMENTAL HEALTH SAFETY AND RISK MANAGEMENT

Environmental Health and Safety and Risk Management (EHS&RM) provides safety, environmental, and risk management services to the Carlsbad Environmental Monitoring and Research Center, four remote campuses, twelve Agricultural Science Centers, and the Veterinary Diagnostic Center. These services include conducting safety training, issuing driver’s permits for university vehicles, facility inspections, safety equipment evaluations, chemical inventories, lab and shop reviews including hazardous materials assessments, worksite reviews, complaint responses, accident investigations, and facilitation of asbestos, radioactive and hazardous waste disposal. EHS&RM is the designated liaison with external regulatory agencies and maintains radioactive materials licenses and x-ray registrations for these facilities.

Loss Prevention Loss Control (LPLC) efforts are a top priority at NMSU. One-third of the LPLC committee membership is Facilities and Services leadership. The committee analyzes insurable losses and works to implement changes to mitigate the loss. EHS&RM leads the charge and maintains a low injury rate through a wide scope of training, inspections, and timely facility repairs to improve workplace safety and ultimately reduce medical costs, lost work, and insurance premiums. EHS&RM provides NMSU with an aggressive, proactive loss prevention and control program using a multi-faceted approach that employs safety surveillance of workers and the workplace as well as after the fact injury investigation to prevent similar incidents.

In particular, the Carlsbad Environmental Monitoring and Research Center is a unique facility. This 26,000 gross square foot facility includes environmental and general radiochemistry laboratories, a special plutonium-uranium lab, an in vivo bioassay facility, mobile laboratories, computing operations, and offices. The facility can perform a wide range of environmental and radiochemistry work, characterization, monitoring, feasibility studies in support of performance assessment, radiological and
environmental training and education, subsurface flow and transport experiments, nuclear energy issues, and issues involving Homeland Security, particularly those involving radiation dispersal devices (dirty bombs).

In addition to providing regulatory guidance to faculty and staff, EHS&RM department personnel provide research protocol review, experimental plan assistance, annual inspections, and hazardous material disposal for research. All of these services are integral to lowering risk and undertaking safe and legally compliant work. EHS&RM is a regular member on two of the faculty research oversight committees, serves as chair on three university boards, and supports membership in five additional university committees.

EHS&RM provides a detailed annual report on their website that highlights their significant accomplishments.126

8.4 FIRE DEPARTMENT

Unlike many universities where the local or municipal fire department provides services to the campus, the NMSU Fire Department (FD) is partially funded by Doña Ana County and provides services to surrounding communities as well as on the NMSU Las Cruces campus. Our FD is a unique program in that 70% of our firefighters are full-time students at either NMSU’s main campus or Doña Ana Community College. Through this program, students are allowed to explore a career of firefighting and earn a degree.

The remainder of the team is staffed by a career Fire Chief, Deputy Fire Chief, two Fire Captains, two daytime Firefighters, and one administrative professional. The two career firefighters and Deputy Fire Chief were added in 2014 as part of the internal budget process, and this had a significant impact on our response capability. This organizational move also provided an opportunity to develop a Fire Prevention Program. The FD provides fire code review for all building renovations and new construction on NMSU’s main campus.

Recent accomplishments include the adoption of a compliance-testing standard for all fire detection and suppression systems, a shift to paperless forms, and development of a hot work and impairment process.127 Also, FD personnel now accomplish eyewash and emergency shower inspections. Eighty-seven inspections were completed as part of the fire safety building inspection program. The FD partners closely with the Facilities and Services Executive Director of Operations to ensure corrective actions are completed.

The FD received a new Public Protection Classification from the Insurance Service Office (ISO) in 2014. The ISO Public Protection Classification plays an important role in the underwriting process at insurance companies, and insurance companies use these ratings to develop rates for customers.

ISO grades on three areas: Fire Department, Water Supply, and Emergency Dispatch Reporting. The grading scale is one to ten, in which one is the highest score. NMSU’s previous classification was a 5/9 and the 2014 classification was a 3/3X. A lower number generally equates to a lower premium. This new
rating demonstrated NMSU’s commitment to risk reduction and continued effort in making our community safer for our students, faculty, staff, and visitors. 

Subsequent to these improvements, on July 1, 2018, NMSU was recognized for achieving an Insurance Service Office (ISO) Public Protection Classification (PPC) of a 02/2X. This improved rating is a testament to NMSU’s commitment to minimizing risk by taking meaningful steps to ensure the safety of everyone at NMSU, and places the NMSU Fire Department in the top 3% of fire departments in the nation.

The FD provides emergency medical standby for most athletic and special events held on NMSU main campus, and we continue to identify opportunities to engage with our community. This year, we had one of our staff certified as a National Child Passenger Safety technician.

As a unique program, we are asked to speak with prospective students about career opportunities in the fire and emergency medical fields. The FD serves on the advisory board to Doña Ana Community College for both the Law Enforcement Program and the Fire Science Program. Each year the FD provides a detailed Annual Report in addition to the fire data and statistics required by the Clery Act. Both of these documents may be found on the FD website.

8.5 CONSISTENT ORGANIZATIONAL STRATEGIC FOCUS OVER A SUSTAINED PERIOD OF TIME

In 2007, New Mexico State University experienced an unfortunate event with undesirable behavior that led to an extensive internal audit, reorganization, and an opportunity for new leadership to start fresh. The 2008 OUTLINE FOR EXCELLENCE was based on the APPA Award for Excellence (AFE) criteria and was submitted as a rebuilding plan with bullets as initial planning for many of the measures. As the new leadership team was set in place, there were additional reorganizational moves over the years as progress was made. The AFE criteria were revisited every year, with updates and entries made to track progress under each criterion. We were familiar with Al Stoverink’s move to Arkansas State University and their goal of achieving the AFE over a number of years from the very first day; reaching the performance level where we would be proud to enter a submission was a goal we adopted and one that the NMSU Facilities and Services organization has kept at the forefront since we started in 2008.

Our intent is that a recurring theme throughout our submission is our constant effort to adapt ideas and best practices of others to our own organization and institution, and the use we make of our contacts at APPA. John Morris at Northern Arizona University (NAU) humorously refers to this as CASE: Copy and Steal Everything. We always give credit, and we did appropriate two ideas from NAU: their Regents Professors light pole banners and their collaboration with the Art Department to paint designs on electric switches to reduce graffiti, brighten the campus, and promote collaboration with the academic units.

The Environmental Health Safety and Risk Management Executive Director serves on the invitation-only Director’s Roundtable and is active with CSHEMA, the Campus Safety, Health, and Environmental Management Association; their goal also is to share ideas among member institutions.

Students paint an electrical enclosure near Williams Hall in collaboration with Facilities and Services to reduce graffiti and beautify campus.
(NMSU photo by Emily C. Kelley)
As might be imagined, the facilities organization was at a nadir in many areas after the 2007 incident. To help us improve, we have conducted reviews of the projects group and their processes by APPA Institute instructor Steven Thweatt, Bob Casagrande of Casagrande Consulting, and Debbie Townsend of R. L. Townsend and Associates. James Cole of CommTech Transformations has met extensively with many of our groups. Our Facility Operations unit is currently working with Dale Carnegie to improve teamwork and communications.

Early in our journey, Glen Haubold, the current Associate Vice President of Facilities, and Angela Throneberry, the current Senior Vice President for Administration and Finance, published an article about our revitalization efforts for the May 2010 issue of Facilities Manager Magazine, “Avoiding Scandal and Headlines with Ethics and Accountability.” We subsequently delivered presentations at the APPA 2010 Annual Conference as “Scandal and Headlines: Could It Happen to Your Facilities Organization?” and as “The Accountant and the Engineer: Initiating Culture Change in Facilities Management” at NACUBO’s 2010 Annual Conference.

We regularly publish newsletters and prepare additional presentations that detail our efforts and progress towards efficiency, energy conservation, and safety. We strive to:

**Efficiently provide a safe, well-maintained and environmentally sustainable university community.**

We believe that a consistent organizational focus using the AWARD FOR EXCELLENCE for a long period has paid significant dividends. We operate with the highest level of ethics and wrote an internal procedure to provide guidance on such activities as lunches with vendors. We travel using actual receipts instead of per diem, as this stretches our precious professional development dollars and helps foster the perception of good stewardship that we strive for. Facilities and Services implemented a mobile device procedure a full five years in advance of the institutional effort. We reignited a positive trend with our Employee Engagement Survey, and we like to think that our popular Annual Picnic had something to do with the NMSU Employee Council starting theirs. We measure performance at every level, and when we miss our targets as we sometimes do, we own it, adjust for it, and do better the next time. Having the same programs and goals in the fore for seven years has led to stability, consistent focus, and excellent results.
SCHEDULE OF DOCUMENTS PROVIDED

1. NMSU Master Plan
2. Organization charts and services provided
3. NMSU position descriptions
4. Billable services list
5. Departmental meeting minutes
6. CommTech Transformations Environmental Scan
7. Employee Engagement Surveys
8. 2008 Outline for Excellence
9. Internal Advisory Committee information
10. Facilities and Services Strategies and Objectives
11. Administration and Finance Strategic Plan
12. Facilities and Services Newsletters
13. Building monitors
14. Outage notices
15. Unit meeting notes
16. 2013 Town Hall
17. 2014 Facilities Annual Meeting
18. University Administrative Council screenshot
19. Council for Academic Deans for Research presentation
20. Las Cruces Planning meetings
21. President’s Budget Book
22. Vision 2020
23. Administration and Finance Strategic Plan (Empowerment)
24. Grounds self-improvement plan
25. 2014 CAPPA Conference
26. Educational Facilities Professional certifications
27. APPA training list
28. Supervisor’s Toolkit flyers / Professional Development
29. EHS Director’s Roundtable
30. Fire Department training
31. Delegation email
32. Aggie Leadership Academy (ALTA)
33. NMSU and Administration and Finance Strategic Plans
34. Departmental Statements, Goals, and Values
35. Facilities Strategies and Objectives
36. CommTech SWOT Analyses
37. 2008 Version of Outline for Excellence
38. Project Development and Engineering processes
39. Thweatt report
40. CommTech Transformations reports
41. PDE Metrics PowerPoint
42. Warehouse Improvement Plan
43. Employee Engagement Surveys
44. 2014 Annual Meeting Presentation
45. President’s Book with metrics
46. Warehouse Improvement Plan
47. 2015 Budget hearings
48. Master Plan, Design Guidelines, Heritage Preservation Plans
49. Master Plan refresh
50. Heritage Farm concept
51. Plan Review process information
52. Plan Review Comment form
53. All Hazards Emergency Operations Plan
54. Continuity of Operations Plan
55. Delegation email
56. Emergency Planning Committee charter
57. Essential Personnel plan
58. Emergency Planning Committee SharePoint website
59. Customer Service Surveys
60. Building Monitor meetings
61. Capital Outlay process
62. Environmental Health and Safety inspection form
63. Fire Department inspection form
64. Triage meeting notes
65. Fire Chief Compliance Statement
66. Fire System Responsibilities Matrix
67. Spill Prevention / Storm Water plans
68. Work Control Desk Reference
69. Work Order adjustment process
70. Facilities and Services Procedure Manual
71. Fire Department SOGs
72. Departmental Trifold Brochures
73. Departmental Annual Reports
74. Door hanger service card
75. Custodial tasks
76. Grounds Plant O&M tasks
77. Service Level Agreements
78. Friends of Safety
79. Customer Bill of Rights
80. AiM Notes Log
81. AiM Training Section
82. PDE Bi-weekly communication
83. AiM IQ
84. AiM training online
85. PDE Value Add chart
86. PDE Project Sign
87. APPA FPI and Sightlines reports
88. EHS correlation analysis on staffing
89. President’s Budget Book
90. Departmental KPIs
91. My Energy Pro screenshot
92. AiM module and Delta-T screenshots
93. BRR plan and other assessments
94. EHS fume hood inspection
95. EHS High hazard inspections
Fire Department inspections
Strategic Capital Renewal (Sightlines)
Facilities and Services budget document
EHS generator run time log
Ameresco Performance Contract
FSA replacement document
Mobile device document
Mercer information
Deloitte staffing study
NMSU safety training online
Monday Morning Memo
EHS website
CLPD 97\% rate
First report of accident form / Lost days chart
In-House promotions tracking
Institute of Organizational Excellence
Facilities and Services Awards
Turnover calculation
Warehouse Improvement Plan
Vehicle Replacement Plan
Equipment Replacement Plan
Equipment Repair and Replacement
AiM work order and EHS inspections
Triage process
Departmental KPIs
Preventative Maintenance documentation
Natural Gas System
Water System / Presentation
Fume Hood preventative maintenance
Project Request Form and project estimates
Design Guidelines
Service Level Agreements
Heritage Preservation Plan
University Communications Facebook Photo
Light walk
BRR Plan
Prezi presentations
Asset Reinvestment Chart (Sightlines)
Volunteer Events
Arbor Day
Keep State Great
Trio Day
Internal Advisory Committee information
Annual Picnic Pictures
Sustainability website screenshot
Sustainability Annual Report
STARS Gold Rating
2014 Climate Action Plan
Sustainability and WeCare websites
NMAEE Award release
EHS Annual Report
Compliance statement / Hot Work / Impairment Process

Insurance Service Office letter
Fire Department Annual report
2008 Outline for Excellence
Regents professors’ banners
Anti-graffiti painting on electrical switches
Casagrande Consulting and R. L. Townsend reports
Publications in Facility Manager magazine

**ACRONYMS USED IN THIS TABLE (IN ORDER)**

CAPPA
Central Region of APPA

EHS&RM
Environmental Health Safety and Risk Management

SWOT
Strengths Weaknesses Opportunities Threats

PDE
Project Development and Engineering

SOG
Standard Operating Guidelines

Plant O&M
Operation and Maintenance

AiM
Assetworks Facility Management System

APPA FPI
Facilities Performance Indicators

KPI
Key Performance Indicators

BRR
Building Renewals and Repairs

FSA
Financial Systems Administration

CLPD
Center for Learning and Professional Development

STARS
The Sustainability Tracking, Assessment & Rating System™

NMAEE
New Mexico Association of Energy Engineers