

SECTION 1: 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 functional responsibilities are clearly defined.

The Associate Vice President for Facilities (AVP) is responsible for the leadership of the Facilities Division at the AFE Sample University. Those reporting directly to the AVP include:

- Executive Director of Facilities Planning & Design
- Executive Director of Facilities Management
- Executive Director of Facilities Administration
- Assistant Vice President for Occupational Health & Safety
- Director of Project Management Services
- Director of Design Build Services
- Director of Financial Management
- Health Facilities Architect

The Facilities Division organizational chart (1.1.1) is accessible on our web site (www.AFESU.edu) or in hard copy form. Leadership roles and responsibilities are clearly outlined in the job descriptions (1.1.2) of all employees, which can also be found on our web site or on file in our departmental office of Human Resources.

Each department within the Facilities Division also has a web page that is accessed through the Facilities main web site which provides information on areas of responsibility and services provided by each department.

1.2 The leadership system is understood by and communicated among all levels. The leadership system includes mechanisms for the leader to conduct self-examination, receive feedback, and make improvements.

The Associate Vice President for Facilities and the directors of the various Facilities departments meet weekly to discuss common issues and concerns related to the operation of Facilities and to exchange information which affects the division and the university. Additionally, the AVP meets biweekly with each of his direct reports to discuss specific issues that impact their department, the division and the university (1.2.1).

Most departmental directors have completed a 360-degree peer evaluation. This evaluation identifies areas of strengths and weaknesses and provides suggestions on areas to improve. Additionally, the department directors have completed the 3-day course on Covey's 7 Habits of Highly Effective People and the DISC (Dominance, Influence, Steadiness, Conscientiousness) Behavior Profile.

The directors receive feedback from staff members within their department through an employee survey, which is conducted every three to five years by a third party entity. The information gathered from this survey is shared with the department directors as well as with the employees (1.2.2).

Feedback from the overall atmosphere within the Facilities Division, as well as individual concerns, is received frequently by the AVP while making bicycle trips throughout the campus, stopping to talk with employees at their worksites, inside and outside of the various facilities on campus. This is a good opportunity and an informal setting to have the employees open up and discuss issues of concern. It is also a good opportunity for the AVP to visit a large area of the campus in a shorter period of time.

Continuing education is strongly encouraged for all of the immediate staff of the AVP, including Executive Directors and others (1.2.3). This includes taking advantage of APPA, ASHE, ISSA, and other continuing education and professional development opportunities. Several directors are working toward completion of the APPA Institute for Facilities Management and the Leadership Academy, while others have already completed this training. All supervisors and managers in Facilities have completed APPA's Supervisor's Toolkit training.

SECTION 2: STRATEGIC & 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.

The Facilities Division is continuously engaged in the development and implementation of a strategic plan. This plan includes the Strategic Objectives for the department (2.1.1). The strategic planning process to review and update the Strategic Objectives is done on an annual basis and involves input from all areas and levels of the organization, and includes feedback from the campus community.

Input is attained through the regularly held staff meetings as well as from customer surveys and meetings (2.1.2). The Leadership Team considers staff feedback and customer comments, and then designs objectives, accomplishments and challenges.

The strategic plan is updated every five years, or as warranted by major changes within the university structure or strategic plan. The Strategic Objectives are revised on an annual basis to ensure that our overall strategic plan is accomplished.

2.2 The strategic plan was developed with participation from internal and external stakeholders, approved by administration, and effectively communicated.

The strategic planning process undertaken by the Facilities Division involves interactive participation from throughout the university and the division. The Facilities leadership team is charged with collecting input from front-line supervisors and employees for the development of the Mission, Vision and Strategic Objectives.

In addition, each of the division's directors has been charged with developing plans to address the division's strategic goals with the development of a strategic plan for their department (2.2.1). The information gathered during the development and implementation of the Strategic Objectives is funneled back to the division's leaders for review. The division's strategic plan is presented to senior campus administrators for their review and comments. This presentation ensures that the Facilities strategic plan is in alignment with the overall strategic plan for the university.

The Mission, Vision, and Strategic Objectives are communicated to the entire Facilities Division staff at the semi-annual Facilities Retreat (2.2.2), through the division's newsletter (2.2.3) and web site (2.2.4), and during regular staff meetings. The Mission, Vision and Strategic Objectives are also presented to new employees during the Facilities departmental orientation sessions. Accomplishments of goals and objectives are reported to the AVP for Financial Affairs and Administration on an annual basis.

SECTION 3: CUSTOMER SATISFACTION

Customer satisfaction is a key component of effective facilities management. Various stakeholders (faculty, students, and other administrative departments) must feel their needs are heard, understood, and acted upon. Various tools must be in place to assure 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.

AFESU conducts research and offers undergraduate, postgraduate and doctorate degrees, along with healthcare services. This complex mission produces public, private, and non-profit organizational forces, which, in turn, produce a customer base with a wide spectrum of competing needs. The combination of

these mission forces, standard market forces, and current customer trends (which demand efficient user-friendly service at full value) results in a challenging business environment.

In order to exceed customer expectations in such an environment, AFESU's Facilities Division has recognized the important link between customer satisfaction and process improvement. This business approach requires extensive external and internal customer listening techniques, and a business philosophy which embraces that input as a means for improvement. It is our operating premise that it is only through improving the process of service delivery, strategy formation, and organizational development that true customer service improvements are achieved.

Learning all we can about our customers, sharing that information cross-functionally, and empowering our employees to act on that information enables us to structure our service and our strategic and organizational plans. It is simply fundamental to our success.

AFESU Facilities uses customer surveys (3.1.1) and an extensive divisional web site (including online work requests and comment reporting) to obtain information regarding our customers' needs and expectations. We also use monthly project update meetings, Building Administrator meetings, Campus Safety meetings, and Facilities Rounds to obtain information regarding our levels of service and the customers' expectations regarding our services.

For approximately the past five years, the Facilities Division has conducted annual written surveys, and for the past two years has conducted customer survey interviews with key administrators (3.1.2). The written surveys are sent to hundreds of our AFESU customers each year for the purpose of obtaining their suggestions and scoring their satisfaction levels. The customer interviews are held with five key area administrators (Provost/Campus, Student Affairs, Healthcare, School of Medicine/Research, and School of Dentistry). These interviews have proven to be a useful tool for discovering the customers' awareness of the services we provide, their expectations, level of satisfaction, and suggestions of how we can exceed their expectations.

AFESU Facilities uses its web site not only to solicit input but also to provide valuable information for all of our customers. The web site lists information about the many services available provided by Facilities. It also offers quick access to electronic work order requests and serves as a window to the facilities management Information system. The web site allows customers to easily communicate their needs, whether it is for a specific project or a general issue. It is a medium for accessing various service request options, project information, and for submitting customer comments.

Customer feedback has led us to make improvements that include, but are not limited to:

- Simplifying the way to request work (on-line)
- Adding features to the Facilities Active Visual System
- Providing access to Facilities Standards from the Facilities home page
- Creating the preventive maintenance database
- Adding electronic work order tracking
- Providing customer comment sections on the Facilities web page
- Providing project updates with site photos (3.1.3 through 3.1.9)
- Creating the Quick Hit team to deliver small non-maintenance projects

3.2 The roles, responsibilities and services provided by the Facilities Division are well defined, communicated and understood within the division and by all communities served.

The Facilities web site, available to customers and employees, has links to specific information for each department. On each departmental web page there is a list of department responsibilities and services as well as work request instructions and contact information. As services are updated, the web site information is also updated. (3.2.1 through 3.2.6)

There are also opportunities to share service information in *The Communicator*, our divisional newsletter, and in the AFESU Reporter. *The Communicator* is circulated to all Facilities employees and the AFESU Reporter is a weekly publication available to all AFESU employees. In addition to the web page and newsletter publications, most departments have regularly scheduled meetings with employees and customers to update them on service opportunities.

The directors communicate with their employees about the role they play in meeting the customer's needs through various services. This has happened many times throughout the Facilities Division. Some examples:

- Customer survey results may be posted by the directors and then discussed with the employees to define potential improvements and work together to enhance the services available.
- Design Build Services created the Quick Hit Team after it was suggested by a customer
- Campus Grounds planted more blooming plants per customer request
- Maintenance began the Central Alarm Monitoring System to ensure they would be notified if any monitored equipment has a service interruption.

Group meetings, Facilities retreats, and various training sessions focus on customer service, goal setting, and defining core businesses. At the semi-annual retreats there are topics covered that help supervisors improve teamwork among departments, motivate their employees, and better serve the customer community through various means of communication and services. For example, at the 2004 Fall Retreat the supervisors were put in groups and asked to discuss services from each department and suggest creative ways to improve them. All of the suggestions were then posted for the group so they could be used as applicable by the various departments.

The community we serve is massive, covering over twelve million square feet. The facilities and grounds affect those that work, visit, and/or travel through the nearly 82 city blocks which AFESU occupies. It is very important that grounds, "way finding" signage, exterior building appearance, interior cleanliness and overall appearance is pleasing for the students, patients, doctors, nurses, researchers, teachers, student athletes and various others that visit. For example, when there is exterior construction taking place on campus, a Campus Planning representative meets with the neighborhood committee to inform them of the upcoming work. There are also meetings held with the City Council to discuss the feasibility of new structures on campus. In addition, a night audit takes place to ensure the campus lighting not only illuminates common travel paths but also provides a secure feeling to those who occupy the campus after dark.

SECTION 4: INFORMATION ANALYSIS

Information and analysis is 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 facility 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.

Some of the recent surveys used for benchmarking are: *2001 - 2002 Comparative Costs and Staffing Report for Educational Facilities, conducted by APPA (4.1.1); Facilities Performance Indicators, 2003 – 2004, published by APPA (4.1.2)* Hospital Maintenance cost per square foot was benchmarked with a similar sized hospital in the state and one within the region.

AFESU uses a computerized facilities management system to gather information across all areas of the Facilities Division. We use several major applications, the three prominent ones being: *List of applications here*. These applications, along with several other applications, provide the ability to get requisite and appropriate reports required by each Facilities work unit to monitor its performance and process improvements.

Within each maintenance area, maintenance management software is used to collect data and to help track continual improvement. Examples of management data include backlog of work orders (4.1.3), cycle time for various work order types (4.1.4), cost of work (4.1.5), etc. Within the Building Services area, daily

and weekly inspections conducted by both team members and supervisors result in a building Quality Inspection Form (4.1.6). In Facilities, client feedback is collected for all small projects and analyzed. Monthly statistics are also collected on cycle time for client interaction at various stages of the project life cycle, as well as data on contractor performance.

Occupational Health and Safety has designed a proprietary relational database specifically for the management of essential data related to auditing, inspecting, waste management, hazardous materials, construction safety, monitoring activities and much more. This system collates data from across multiple departmental disciplines and allows trending and other evaluation of aggregate data or subsets.

The Facilities Division also has a Quality Environment Program, in which our employees are given recognition for their outstanding services and commitment to the university.

Data is collected from our customers in a number of areas. To obtain feedback regarding the customers' expectations and how they value our service, we use customer surveys. Our customers are an integral part of our strategic planning effort.

The Design Build Services Department annually compares in-house craft rates for electricians, masons, painters, carpenters and plumbers to local competitors in the construction industry. In addition, the design staffs' timesheets are summarized and reviewed annually to ensure the average cost per hour is competitive with outside rates for consulting architects and engineers. This measurement also assists with reviewing productivity.

Our GENERIC reports are available for all department heads. These reports allow us to review and adjust our staffing levels, and prioritize our various work schedules to be sure we meet our goals. They are also valuable to highlight our training needs and ensure our future.

Over the years, our department heads have made many benchmarking visits to other universities and to other businesses. We have collected new ideas and new ways of upgrading our facilities from universities such as: LIST OF UNIVERSITIES. We also learned many things from the NoName Hospital, the University of NoName Medical Center, and especially the Fancy Automobile manufacturing facility in City, State. Our capital construction group routinely visits sites that we believe are on the cutting edge of quality.

4.2 Benchmarking results, comparisons and performance indicators are tracked and used to drive action within the organization.

The Facilities staff have access to many operational reports such as the Incomplete Work Order Report (4.2.1) that reflect departmental and subunit performance.

Benchmark data from comparable universities is also gathered and used to help determine performance measurements. Facilities data is analyzed to ensure that our measurements are consistent with comparable universities which are also medical research institutions. Benchmark data is used to provide the client and the administration with projects that are in balance: scope, budget, and schedule. The Facilities Division makes use of benchmarking, performance indicators, and other peer comparative data and has participated in many surveys to assist with these comparisons. The information from these surveys is used to compare ourselves with our peers as well as looking at comparative data from year to year. The collection and analysis of data helps to guide the development of Facilities organizational strategies by providing us with focus, confidence and credibility. We are also establishing performance-monitoring methods on all major production equipment to be able to look for performance improvement opportunities and to gauge when equipment performance starts to degrade so corrective action can be taken and long-term capital improvement plans put in place. Hospital Maintenance has benchmarking data such as cost-per-square-foot from other similar sized hospitals in the State and the Region.

Chilled water plant performance information (4.2.2; 4.2.3; 4.2.4) routinely is reviewed and used for maintenance planning, equipment upgrade evaluation, and other activities as well as deriving utilities rates.

Building Services analyzes information in the area of cost per square foot of operating dollars, cost per square foot of custodial, number of square feet per custodian, cost per acreage and staffing needs for campus services and grounds, etc.

We analyze financial information which helps us make better resource decisions, helps us develop our new facilities request for maintenance, utilities and renewal, and helps us to tell our story to the campus community. This is very helpful in planning for new chillers for the central chilled water plant, new roofing and maintenance equipment upgrades.

Through the collection and analysis of our employee survey data, we were able to develop strategies to enhance opportunities for teamwork, put in place additional reward and recognition programs and develop an apprenticeship training program.

Upper management reviews performance data, quality initiatives, customer satisfaction and improvement trends in staff meetings. With this data, we then make adjustments with both personnel and with preventive maintenance frequencies to continuously improve our customer satisfaction and equipment reliability.

Operational challenges and opportunities are constantly reviewed with the goal of improving customer service and overall Facilities productivity. New technology in such areas as building automation controls and equipment monitoring has improved our customer service and response time.

The web sites of numerous professional organizations are another frequently used source of data. These sites are full of information and allow for Internet discussion on specific topics.

A broad range of data is maintained on capital construction projects. Peer data concerning staffing, project budgets, project schedules, cost per square foot by facilities type, and cash flows are used early in a project's development. It is through the efforts of several studies involving not only benchmarking, but also actual research with multiple external vendors, that Facilities is able to prepare a fair and equitable fee structure and negotiation tools for A/E services.

GENERIC software is utilized for tracking material inventory, maintenance records, and building maintenance financial data that is utilized for the building allocation budgeting process. Facilities uses various estimating systems and procedures for large and small projects that provide accurate forecasts for labor and material requirements. These systems help project managers plan their work and analyze the actual cost of projects to the university, our division and our customers.

There are several examples of energy usage tracking reports that are produced regularly and most of the data used in these reports come from our Energy CAP Enterprise utility analysis program. The first is the Building Operating Cost (BOC) Report (4.2.5) which outlines annual utility company bills for costs and consumptions for all utility types. This report is produced at the end of each fiscal year and is sent to the Director of Space Planning and Analysis, along with others in Facilities, in order to historically capture all building data. The report is considered the prime utilities analysis and is considered the most accurate of any utility program that is being used at AFESU and is used to publish data for public use. The data is further tracked using the respective square footages of all of the buildings and then sent to everyone for review and comparison.

Another important annual report is the Energy Utilization Index (EUI) Report (4.2.6) which compares all of the data for every building using a BTU/GSF/YEAR basis so that impacts of any changes in weather and square footage can be measured. Data is also structured to highlight facilities whose consumption increased significantly compared to previous years. The report has data as far back as the year 1982 until the present.

And finally, another report that is helpful in tracking the energy usage of our facilities is the Internal AFESU Metering Report (4.2.7). Our state-of-the-art internal metering system allows us to meter certain buildings. The metered data is then used to check against the utility companies' meter readings to ensure accuracy and to spot any problems that are occurring in our facilities. It also allows us to split costs and consumptions among buildings sharing a common utility account using actual metered data instead of the commonly used unfair practice of a square footage basis. Using all of these reports allows Energy Management engineers to determine whether a metering problem exists, to determine if an examination of the associated energy consuming equipment is warranted, or if the bill from the utility company is incorrect.

SECTION 5: DEVELOPMENT & 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 ways in which the facilities organization ensures a continuing learning environment through communications, 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.

Our target levels of service are based on our mission statement, which is as follows:

- To provide a quality environment conducive to the well being of students, patients, faculty, visitors, and staff, and to provide an environment which will enhance instruction, patient care, and research.
- To provide an appearance of our facilities and grounds which will make AFESU the first choice for high quality students, faculty, and staff and will reflect quality of caring for our patients.
- To provide an environment for Facilities personnel through which they may achieve their personal goals through education, training, and improved productivity.
- To encourage innovation and reward progress.

The success of an organization depends not only on the quality of the service we provide, but also the quality of the employees who provide service. We monitor our placement efforts on a monthly basis for all departments. (5.1.1).

Working very closely with AFESU's Human Resources Management has proven to be very beneficial by ensuring that positions are properly classified; new positions are reviewed prior to being reclassified, established and/or put on the web; and that jobs are kept as current and competitive as possible with market conditions (5.1.2).

Working closely with Budget Administration has proven beneficial in that we continue to keep cost allocations appropriately within the resources provided. As we acquire new buildings, the Central Budget Office assists us in identifying the necessary funding to support these buildings and their occupants (5.1.3).

5.2 Training programs provide for new employee orientation and technical skills enhancement for all staff.

In order to have quality employees, they must be trained. In Facilities we strive to provide a continuous learning environment by offering many training opportunities: The Apprentice Program (5.2.1), which provides education as well as on-the-job training; Supervisor Associate Program; Material Procurement Specialist/Expediter Apprentice Program; Group Leader/Senior Group Leader training to gain leadership/supervisory abilities; Building Services in-house training on proper procedures for cleaning, shampooing, buffing, vacuuming, etc. (5.2.2); on-going training through HRM-Development and Training; safety training through Occupational Health & Safety (OH&S) (5.2.3); and HVAC training.

The AFE Sample University (AFESU) has a one-day orientation program for campus employees and a two-day orientation program for hospital employees. During this orientation, employees receive an overview of AFESU's organizational structure, policies, services, facilities, benefit programs, safety plans and programs.

In addition to AFESU's orientation, each Facilities Department provides job specific orientations. Typical topics covered are customer service, performance evaluations, uniforms, breaks, safety (job specific), division/departmental mission, organizational charts, department history, and duties of the position(s) (5.2.4).

SECTION 6: 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, recruitment and retention programs, 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.

Every director, manager and supervisor within the Facilities Division has a responsibility to continually evaluate the adequacy of equipment, tools, supplies and facilities in providing effective and efficient products and services to our customers. Processes have been developed that use historical data from GENERIC (6.1.1) and other data management tools, customer feedback from annual surveys (6.1.2) as well as anecdotal information, industry standards shared through associations, organizations, publications and a sharing of professional “best practice” information from the various disciplines, benchmarking data collected over time from matched organizations, and the evaluation of the time-efficiency information gathered through the various performance measures used over many years to drive decisions on space requirements, staffing needs, equipment, etc.

In addition, Facilities managers and directors are involved in the facility design review and construction planning process (6.1.3). Through design development meetings with architects, contractors and end users (customers), information is collected, evaluated and compared with other data mentioned earlier to drive decisions on future needs for facilities and equipment. This also includes a built in mechanism for funding these assets by assigning a square-foot cost for a desired level or quality of service delivery. By including budget issues in this way, the Facilities Division can feel confident that our standard of quality will continue into the future and new or planned facilities will receive the same standard of care as present day facilities.

Other processes address needs-based planning for equipment using specific funding requests, equipment life cycle/depreciation planning, as well as special accounts and cost recovery on large capital equipment.

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

A number of departments within Facilities have ongoing processes to survey, inspect or audit most areas of the AFESU campus to help identify areas for improvement. In addition to these processes, data is monitored that are collected through the database program GENERIC, and other systems, and evaluated for trends or significant issues that may also indicate an area that needs improvement.

An example of this includes routine weekly facility inspections by the Executive Director of Facilities Management and the Directors of Campus Maintenance and Support Services (6.2.1). These rounds include inspections of all physical facilities to verify cleanliness, accessibility, functionality and they include interviews with customers to determine any issues not previously reported. A summary report of these rounds with the items needing attention is given to the supervisor for that area for corrective action and documentation of the follow up (6.2.2).

In the hospital complex, similar bi-monthly rounds are made of specific and limited areas looking for the same general items (6.2.3). The group inspecting is made up of upper level administrators from hospital administration, maintenance, safety, medical equipment, communications, security, housekeeping, and others as needed. The schedule calls for the entire complex to be surveyed within a 12 month period. This is in addition to regular hazard surveillance inspections conducted by the hospital safety personnel that inspects all patient care areas twice a year and non-patient care areas once a year (6.2.4). All data collected is evaluated for trends and used to develop or modify improvement efforts and staff training.

Another example of these processes includes the laboratory audit program within Occupational Health and Safety (6.2.5). This involves a multidisciplinary group of professionals who survey annually all research laboratories and buildings containing laboratories for issues including life safety, regulatory compliance, housekeeping and many other items. All audits are documented and evaluated for specific trends.

All of these processes are in addition to the information collected through direct reporting mechanisms established for our customers. For example, maintenance issues are reported using one phone number and a dispatch system. All the data from these calls is collected and evaluated for a number of issues such as response times, completion times, return calls, etc.

SECTION 7: PERFORMANCE RESULTS

The facilities organization's performance as it 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 and stated image of the university.

The AFESU Campus is located at the southern foothills of the Big Mountains in the lovely town of City, State. City was founded in the 1880's with an economic base in the iron and steel industry. The rapid growth of City into the 20th century earned it the nickname of the Amazing City. Equally amazing has been AFESU's growth from its humble beginnings in 1969 from a few small buildings to a dynamic urban campus comprised of over 250 buildings with enrollment over 17,000 students and over 16,000 staff, dedicated to teaching, healing, and research.

A tribute to the wealth of the industrial age stands above the AFESU's campus on the ridge of Big Mountain. We call it The House. Built by an iron and steel industrialist and his wife from 1914-1926, the California Spanish Revival mansion was transferred to AFESU in 1977 as the permanent home of AFESU's president. The gift of the The House to AFESU was a symbolic transference of the economic power of City's iron and steel industry to the potential power of education, healing, and research as an economic engine capable of driving the local and state economy.

The physical transformation of the Amazing City to a university-centered city began in earnest in the 1970's with collaborative efforts of university officials and federal, state, and local governments with one of the country's largest urban renewal projects. Seventy acres of homes, businesses, and churches bordered by a traditional English gridiron street system were purchased and the transformation to a university campus began. Major city, state, and federal roadways have been closed or redesigned to accommodate the campus growth, which has reached 345 acres. With the development of the Master Plan, formulated by university officials and community involvement, sensitive and thoughtful landscape design has accompanied this transformation.

The Master Plan (7.1.1) is a living document, adapted and changed to meet the university's and the community's needs. It has provided tree-lined boulevards, linear park-like views, open park-like views, quadrangles, plazas, urban landscapes, and streetscapes. Local, national, and internal facility architects apply the Master Plan with a careful review process by customer, community, and internal facility managers to insure its appropriate use in achieving the university's aesthetic image.

Recognizing the importance of image, Facilities Manager magazine (September/October 2000 volume 16, number 5 issue, page 36) referenced the Carnegie Foundation for the Advancement of Teaching finding that "the campus visit was the most important deciding factor in high-school students choosing a college or university, and that 62 percent of those students said that the appearance of the buildings and grounds influenced their decision most." Key to achieving a quality aesthetic image of the campus grounds has been the development of a formalized Grounds Management Plan with the following components: Task and Frequency Schedules, Training Procedures, Landscape Standards, Irrigation Standards, Benchmark Analysis, Departmental Orientations, Management Techniques for Supervisors, Position Expectations, Staff Involvement Opportunities, Maintenance Zones, Employee Development Exercises, Landscape Project Additions, Street Tree Project Additions, and Professional Associations such as the State Turfgrass Association, State Nursery Association, and the Sports Turf Managers Association. These initiatives have led to an internal customer satisfaction level of 95.5% in 2004, awards from the City Beautification Commission in 2003 and the Tree Society in 2001.

AFESU is a research university and academic health center that discovers, teaches, and applies knowledge for the intellectual, cultural, social, and economic benefit of City, the state, and beyond. Our holistic approach to facility design, construction, and maintenance facilitates the university's mission by producing a quality appearance of the buildings and grounds while respecting community standards and reflecting an image of excellence in teaching, healing, and research.

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.

We have set a standard level of cleaning that is published on the Facilities web page and a Quality Assurance Program that is taught to each employee. Our Environmental Services Specialists have over 18,000 hours of in-class and on-the-job training. The Quality Assurance Program is structured with audio-visual aids and hands-on experience to assure that employees are taught how to use chemicals and equipment properly. The Quality Assurance Program allows the employees to be empowered and motivates them to satisfy the customers. A training profile of each employee is kept and maintained to provide information to the supervisor and manager on the skill level of each of their employees.

Our mission is to provide a safe and clean environment to promote the best learning environment possible within the budgetary structure we are provided. By using tasks and frequencies for each area, we are able to provide the employees with a schedule that tells them what tasks are to be performed and how often. Our services are defined for our customers and our supervisors and employees are able to communicate more effectively to schedule and complete projects in an efficient and timely manner. Our annual customer service scores are proof that the level of satisfaction meets or exceeds our customers' expectations.

Commercial cleaning is essential to the operation and maintenance of the physical facilities that serve the needs of the institution's education programs, support services and mission-related activities. This is performed by Building Services. In order to ensure that quality services are provided, Building Services has "New Employee Training" (7.2.1) and a Building Services "Task and Frequency Schedule" (7.2.2). The use of the training program and the task and frequency schedule continues to ensure that the customers receive excellent cleaning services.

Campus Services & Grounds Department is a critical part of the overall performance of the Facilities Division. A campus is judged by the first impression of visitors to the campus. In order to make certain that the needs are met for the institution related to the grounds, we have developed a Grounds Task and Frequency schedule (7.2.3), Grounds Training Manual (7.2.4), Grounds Landscape-Hardscape Preconstruction Standards (7.2.5), and Irrigation Standards (7.2.6) for watering the lawns. With the use of these guidelines and a fine grounds crew, AFESU continues to be complimented on the condition and quality of the plants and grounds surrounding the campus referenced in our customer satisfaction measures. We have just now implemented a new electronic quality assurance program called "KeepErClean" which provides measurable data on the cleanliness of our buildings (7.2.)