



# Facilities Management Operations Plan

**SUU** SOUTHERN  
UTAH  
UNIVERSITY

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# Introduction

Facilities Management functions as an integral part of Southern Utah University by providing quality buildings and outdoor spaces that enhance learning opportunities for current students, as well as support the recruitment of new students. We are thoroughly engaged in a practice of implementing proactive solutions, which helps us address problems before they become critical. An important component of this philosophy is to employ journeyman level trades, professional people, and front line staff, as well as students, who are empowered to solve issues on site, while supporting a variety of activities on campus. By empowering our staff with the ability to make decisions on the front line, we are able to respond to the requests of individual customers quickly, while serving the larger needs of the university effectively.

Our organization is fervent about safety, employee well-being, regulatory compliance, record keeping, transparency, and cooperation with campus and state level entities. We host a high expectation of quality work within our organization in order to ensure an exceptional educational environment, which is accessible, functional, and beautiful.

Our mission statement underscores our commitment to student success. As we fulfill our vision, the department continues to expand its role as a critical component of SUU. Our commitment to students extends beyond simply caring for campus buildings; instead, we serve as an integral part of recruitment through quality facilities and retention through student mentoring and employment - which improves graduation rates.

## Facilities Management Mission Statement

We honor our commitment to student success by providing an exceptional learning environment and opportunities which promote excellence at SUU.

## Facilities Management Vision Statement

We will improve the campus experience for all that join us at SUU by delivering exceptional facilities that are welcoming, accessible, and create a lasting impression. Facilities Management staff are empowered to engage with the campus community in a professional and honorable manner, perform at the pinnacle of their abilities, and mentor students for future success.

## Core Values

As an organization, Facilities Management understands the importance of coalescing around a nucleus of common values which guide decisions within the department. By committing to these values as an organization, we are more apt to make consistent, ethical, and forward thinking decisions. Facilities Management has adopted the following four core values:

**Honor:** honesty, integrity, ethical, loyalty, character, respect, work ethic, commitment, accountability, courtesy, cheerfulness, communication, stewardship, courage.

**Mentorship:** student success, education, patience, commitment, employee/staff success, opportunity, inspiration.

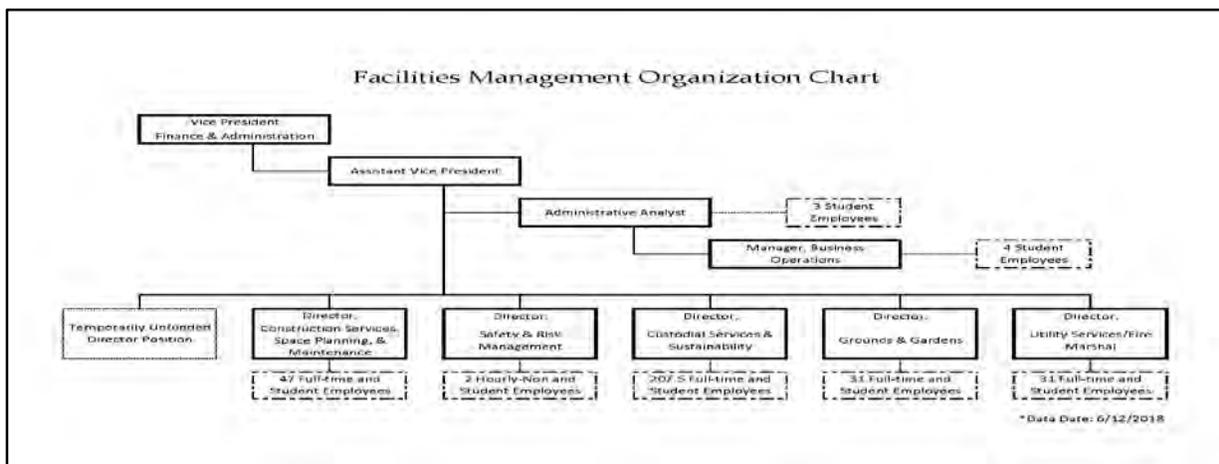
**Empowerment:** self-motivation, pride, ownership, innovation, creativity, initiative, assertiveness, expertise, motivation, excellence, stewardship.

**Professionalism:** conduct, communication, expertise, teamwork/collaboration, service-oriented, safety, goals/improvement, adaptability, quality, respect.

## Personnel

In July 2018, the Guest Services division was transferred from Facilities Management to the Alumni & Community Relations department, reducing the number of staff in Facilities Management to 60.5 full-time employees. In August 2018, SUU will complete the new Business Building project that will add two (2) new Facilities Management positions, increasing the number of full-time staff in the department to 62.5. Facilities staff contribute specialized skills, and assist in the innovation and optimal performance of the department. Together, staff work as a unified and cooperative force to accomplish goals and projects on campus. Additionally, they value the ability to collaborate with one another to exemplify best practices and produce quality craftsmanship. Collectively, the Facilities Management staff have contributed over 790 years of service to campus. Among many qualifications and abilities, Facilities Management staff work to mentor student employees, providing them with valuable work experience and skills that enhance the student’s collegiate experience at Southern Utah University and their preparedness for future careers. Facilities Management staff hold a total of 37 higher education degrees: Eight (8) Associate’s Degrees, 23 Bachelor’s Degrees, and six (6) Master’s Degrees.

Facilities Management also employs about 280 students (varies by season). Each of these student positions plays a vital role in the daily functions and success of the university. These positions are meaningful, and assist in skill development, improved communication, and provide direct responsibility. Each student position within Facilities Management serves an important purpose in the mission and objectives of the department, in addition to those of the institution.



## Finances

As a part of Southern Utah University, Facilities Management receives an average budget of \$10.7M annually in state appropriated funds. Of this \$10.7M, about \$5.8M is allocated for payroll expenses and \$4.9M for operating expenses. In addition, each fiscal year the department receives capital improvement funds from the state, totaling over \$3M. These funds are designated to major projects such as the replacement of campus infrastructure and capital equipment. This allotment is based upon the State of Utah Capital Improvement guidelines, which equals 1.1% of the replacement value of existing campus buildings. Capital improvement dollars are allocated by the State before any capital development projects can be approved each year.

Outside of appropriated and capital improvement funding, Facilities Management generates revenues from divisions within the department such as Parking Services, Sign Shop Operations, and other smaller sources. These revenues are designed to offset direct costs such as payroll expenses, operations and maintenance items, and supplies and materials. Some of these revenues are generated from rent reimbursements, and registration fees, to name a few.

## **Work Orders**

Facilities Management utilizes an active work order system on campus, which is currently run through the software *Sprocket* by Dematic. In FY18 4,214 work orders were completed. The work order system is used to communicate maintenance needs from the campus to Facilities Management and assists the university in more timely and efficient project completion, in addition to facilitating more in-depth record keeping.

The use of this software provides improved connections and communication among faculty, staff, and students in a continued effort to keep campus safe, accessible, and beautiful. The application of the work order system continues to evolve as needs change and improvements are made.

## **Key Performance Indicators**

Tracking organizational performance is paramount to ensuring the department is allocating resources effectively and fulfilling our obligation to maintain and operate our facilities at or above State standards. Additionally, these performance indicators help ensure that Facilities Management is actively supporting the mission and strategic goals of the greater institution.

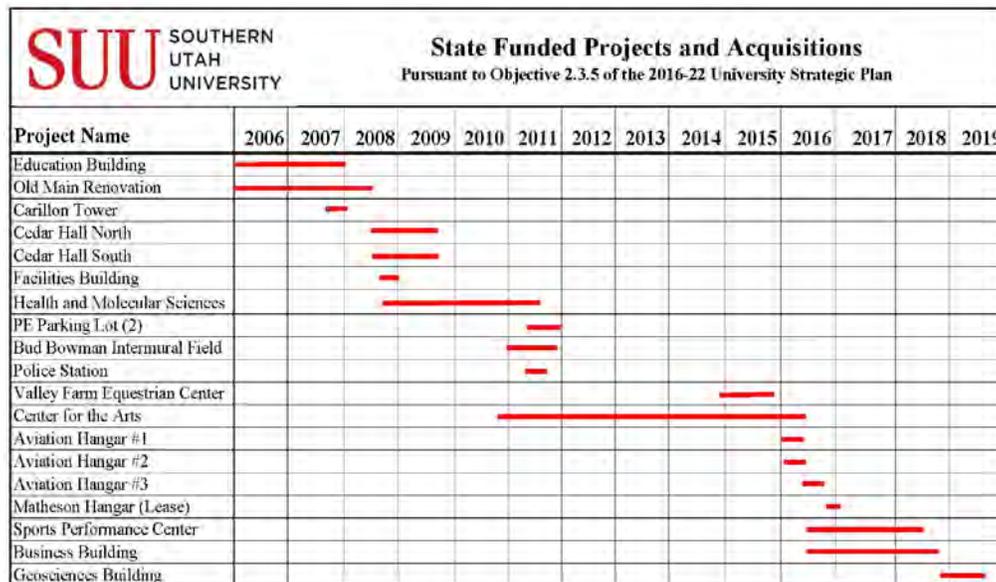
- 1. Preventative Maintenance Audit Score as compared to State averages:** The state of Utah performs regular facility audits which substantiate the effectiveness of all aspects of facility management including administrative, custodial care, grounds and gardens upkeep, mechanical and electrical systems care, and the preservation of building envelopes. State statute requires all state agencies to maintain an average audit score of 90 or better over a rolling three-year period.

Scores for SUU have been consistently over 90 for many years, often placing our buildings as the highest scoring facilities in the state. SUU currently has the highest

average score of all Utah System of Higher Education institutions. The audit scores are reflective of the effectiveness of the department and the appropriateness of the application of resources; furthermore, these scores can be indicators of correct staffing levels or if the departmental focus is being directed away from maintenance responsibilities.

Year	2015	2016	2017	2018
SUU Score	93.85	93.03	93.1	91.7
USHE Ave.	91.50	92.5	92.54	92.25

- 2. Capital Development Initiatives to meet the growth needs of the University:** Over the last ten years, SUU has continuously engaged in the acquisition, design, and construction of capital facilities; which directly supports Objective 2.3.5 as outlined in the University’s Strategic Plan. These projects have been in the form of new or acquired buildings which house classrooms, offices, administrative, and support space; student housing and living/learning environments; parking; and exterior greenspace such as intramural resources. Facilities Management further supports the Strategic Plan by securing funding for and executing more than \$3 million of capital improvement projects each year which further enhance the education and professional opportunities of students, faculty, and staff on campus. Facilities Management regularly secures professional consulting services for engineering studies and master planning on behalf of SUU, which inform all strategic growth decisions.



# Strategic Focus

Initiatives considered as *Strategic Focus* include projects where Facilities Management is involved, along with other entities. The Facilities department largely takes the lead, ensuring these projects are moving forward. Often, there are segments of the initiatives that are pushed out to other departments, administrators, or consultants. Projects identified as a strategic focus are important, but may not be part of a regular conversation within Facilities Management due to the fact that others will be working on the initiative while Facilities addresses other efforts.

## Capital Improvement

Each fiscal year, in collaboration with pertinent departments on campus, Facilities Management develops a list of capital improvement needs which are submitted to DFCM for funding consideration. This list of projects is compiled with strong consideration for the strategic initiatives of the University through consultation with the institution's Strategic Plan and administrators. Projects which make the final cut for submission are those which fully support the Strategic Plan, academic endeavors of SUU, and promote student success by enhancing learning environments and their respective infrastructure and mechanical systems.

## Sustainability and Energy Conservation

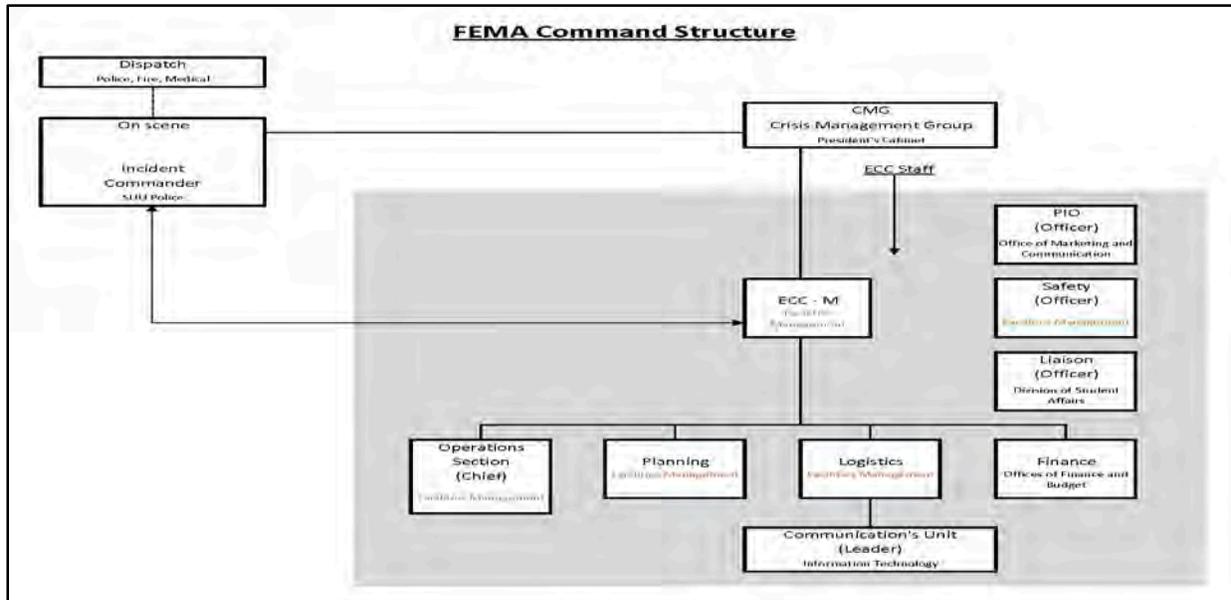
Facilities Management makes energy conservation and sustainability a priority. In 2007, SUU administrators and Facilities Management coupled resources to establish a fund designated for energy savings projects across campus. Working with an energy consultant, energy conservation measures were identified through an investment grade audit of university buildings. From this list of conservation measures, Facilities Management personnel implemented numerous projects with reduced energy consumption as the primary objective. These projects had payback timelines from 0.5 - 12 years, with an average return on investment of 4.7 years. As a result, the total kBtu's consumed on campus dropped by 15.8 million from FY07 to FY17. During this same period, the gross square footage of campus increased by over 150,000 square feet.

Although there had been a major campus energy audit completed in 2007, which resulted in significant energy savings for campus, Facilities Management continues to pursue energy related projects on an on-going basis. In order to confirm the effectiveness of these projects, Facilities Management recently partnered with a third-party energy consultant. A second audit was carried out on 21 major campus buildings. In addition to evaluating previous conservation projects, several new innovative energy conservation strategies were explored. The results not only confirmed the energy conservation measures completed to date had been effective, but also identified additional potential projects. Unfortunately, most of these new opportunities have an extended return on investment, thus diminishing their true value to campus.

With SUU administration's commitment to energy conservation, Facilities Management will continue to pursue energy related projects that have financial viability and contribute to

enhancing occupant comfort. Future projects will include upgrades to utility sub-metering, dual flush restroom appliances, continued conversions to LED lighting products, building re-commissioning, ongoing preventative maintenance, analysis of mechanical systems design, piping insulation upgrades, and further development of a water management plan. As these projects are pursued, off-campus funds will also be sought by working with utility suppliers to secure grants and incentives.

## Emergency Preparedness



Facilities Management is working with other campus entities to increase campus emergency response capabilities. Recognizing that unified organization and communication are of paramount importance, SUU has adopted the federal emergency command structure as defined by FEMA. This model aligns with other federal, state, and local government response plans and objectives.

Serving as the Emergency Coordination Center (ECC) for campus incidents, as outlined in the FEMA Command Structure, Facilities Management plays a key role in ensuring proper support is provided to first responders and that SUU administrators are kept informed throughout an event.

## Multi-Year Capital Development Plan

Southern Utah University is committed to an upward growth pattern for the foreseeable future. Facilities Management supports this plan by working closely with top campus administrators in developing an outlook for capital development projects. These projects are identified in response to the strategic needs of campus, with consideration for building age, building functionality, academic priorities, and administrative objectives. Capital Development projects are pursued as

funding and approval from state authorities become available. Facilities Management assists with the creation and submittal of Capital Development Requests each year.

## **Operational Focus**

Initiatives identified as *Operational Focus* include objectives that are part of the daily operations of Facilities Management. These areas of concentration are key to Facilities' support of the mission of the university. By improving these areas, Facilities Management's customer base, including students, is directly affected. The Facilities Management front line staff are essential to the success of the items defined as operational focus points. Without the support and commitment of the entire department, Facilities would falter in its ability to interact with campus, respond to emergent issues, and preserve departmental resources.

## **Preventative and Corrective Maintenance**

Facilities Management at SUU is responsible for millions of dollars-worth of state assets. The department's responsibility to the taxpayer is rooted in the preservation of these assets and ensuring they are optimized for the maximum lifespan possible. Preventative maintenance is a key aspect of this process, a practice that is part of our proactive approach to solving issues in their infancy. Facilities Management uses commercial software to organize and schedule routine preventative maintenance on all pertinent campus elements. These include areas such as roofing, building shells, custodial care, building mechanical systems, grounds equipment, and vehicles.

The execution of a successful preventative maintenance program, such as that used at SUU, results in many benefits. Some of those benefits include improved systems reliability, reduced impact to campus end-user groups, enhanced safety, energy conservation, extended product and equipment life, extension of building life, and improved student satisfaction as a result of higher quality learning environments.

At times, measures are necessary to repair or replace campus elements that have failed unexpectedly. Defined as corrective maintenance, this portion of the Facilities Management work load is minimized as a result of preventative measures and planned system replacement that help ensure a reduction in down-time and a virtually seamless user experience.

The success of this approach to maintenance, preventative and corrective, is reflected in state audit reports, which consistently score SUU facilities in the mid-90<sup>th</sup> percentile for overall building condition and administrative processes.

## **Resources Utilization**

Among the various resources utilized, Facilities Management pursues the best value in the projects and initiatives conducted on campus. The department is forward-looking in all aspects of

purchasing and utilizing resources that benefit campus in both the present and the future. In the search for material resources, the department follows Southern Utah University's purchasing policies and procedures, taking care to seek bids in order to make educated decisions on best value. Facilities Management also seeks to hire experienced employees who bring expertise and innovation to the department, benefiting campus by maintaining an excellent learning environment.

The department works to reduce the amount of physical resources utilized while maintaining quality in all projects. Staff also strive to reuse and recycle resources in addition to being mindful of energy and water conservation efforts. In addition to a long list of completed energy conservation projects, Facilities Management has photovoltaic solar panels in place at both the Facilities Management Administration Building and the Shops and makes conscious efforts to improve the awareness of energy savings on campus. From a financial perspective, Facilities Management establishes budgets and plans for the financial resources they are provided, and seeks to utilize those resources in a responsible manner.

## **Customer Service**

Facilities Management strives for exceptional customer service. As a team, the department works with campus administration, faculty, staff, and students to provide positive experiences and environments where everyone is able to safely learn and develop. In addition to campus personnel, Facilities Management works to create positive and lasting relationships with outside vendors and community members, fostering a cooperative culture for maintaining an outstanding campus.

These customer service traits come from consistently nurtured relationships and a collaborative team that seeks to communicate with one another in a courteous and respectful manner. In order to support a high level of service, the department is responsive to work requests and makes every effort to maintain effective communication with campus contacts.

## **Strategic Objectives**

Facilities Management works toward achieving strategic objectives on an ongoing basis. By meeting weekly, the department's leadership team is able to foster a continuous solution-oriented conversation that leads to the implementation of an evolving list of strategic objectives. This team evaluates issues to determine what opportunities can be gained, as well as identifying the potential threats and unintended consequences of a decision or outcome. The primary strategy revolves around a departmental commitment to finding the best solution for the University - not the best solution that may be self-serving to the department or individual division. By holding firm to this approach, Facilities Management collectively benefits from decisions and solutions

that are designed to serve the most strategic needs of the department and its service to the institution. These decisions invariably lead to the most cost effective and long-term outcomes.

The following goals are broad by design and allow the organization to respond to the needs of the greater institution without having to redefine departmental goals every time the climate on campus changes. This provides improved continuity for Facilities staff.

The objectives listed under each goal reflect, without priority, elements of the solutions that will move the department towards the respective goal. Because the nature of managing facilities is largely reactive to current conditions, having the ability to adjust the objective priorities allows for a more flexible and responsive organization.

The action items listed in the following tables are expanded or collapsed as the scope of the related objective is adjusted, which may occur as unforeseen elements, such as work load or budget. Additionally, these action items serve as indicators of forward movement. As strategic conversations continue in Facilities Management, the action items will be the focus of current planning and implementation.

### **Goal 1: Focus on improving operational processes within Facilities Management that will enhance the efficiency and effectiveness of the department.**

<b>Objective</b> <small>(Listed without priority)</small>	<b>Action Items</b>	<b>Timeline</b>	<b>Resources Required</b> <small>(all staff are existing unless indicated)</small>	<b>Indicator/s of Achievement</b>	<b>Desired Outcome</b>	<b>Status</b>
<b>1.1</b> Develop a replacement plan for capital equipment	<ul style="list-style-type: none"> <li>· Inventory items that fit defined criteria to develop scope</li> <li>· Assess expected lifespan of equipment based on ASHRAE data</li> <li>· Prioritize items based on equipment performance and service history</li> </ul>	0-18 months	2 FT + 2 SE*	Effective budget planning based on calculated replacement schedules	A plan that provides a strategic approach to replacing capital equipment related to building operations.	<b>See Archive 6/18:</b> Work is ongoing to integrate the data into the work order system.
<b>1.2</b> Improve Cooperative Relationships with Local City, County and State Agencies	<ul style="list-style-type: none"> <li>· Hold planning sessions for projects that overlap in jurisdiction</li> </ul>	0-60 months: ongoing	Administrative time as needed	A decrease in points of confusion	Mutual benefit and potential savings from cooperative projects between SUU	Meetings occur on an ad hoc basis.  <b>See Archives.</b>

	<ul style="list-style-type: none"> <li>Share SUU Facilities Management plans for capital improvement or replacement of parking lots, curbing, sidewalks, utility related items and new construction projects</li> </ul>			<p>Improved inter-agency coordination</p> <p>Improved ability to gain efficiencies from like projects</p> <p>Quicker response on road inquiries, permits, etc.</p>	and UDOT, Cedar City Corp., Iron County, ICSD.	<p><b>6/18:</b> Working with Cedar City and the Irrigation Company to control storm water runoff and crossover to irrigation ditches</p> <p>Cooperative agreement being sought with Cedar City to create a roadway easement at the Valley Farm.</p>
<b>1.3</b> Enhance Emergency Response Plans	<ul style="list-style-type: none"> <li>Improve FEMA planning for ECC operations</li> <li>Establish ECC operation capability in Facilities Management building</li> <li>Bolster on-campus communication</li> <li>Communicate resources and needs with local public agencies</li> </ul>	0-12 months	<p>\$30,000</p> <p>25 FT hours</p> <p>25 SE hours</p>	Improved response to emergency situations	Align the SUU emergency response plan with national FEMA standards.	<p>A regular strategic effort in cooperation with SUU Police Dept.</p> <p><b>See Archives.</b></p> <p><b>6/18:</b> Facility provided to SUU, City, and County law enforcement for agency training.</p>
<b>1.4</b> Management of future Capital Improvement and Capital Development funds	<ul style="list-style-type: none"> <li>Coordinate priority projects into manageable segments</li> <li>Bolster staffing levels in appropriate areas to ensure qualified staff are available</li> <li>Respond to impending legislation/DFCM rules with appropriate staffing levels</li> </ul>	0-24 months	<p>3 FT</p> <p>Professional development: \$5000</p> <p>Additional project management staff: TBD</p>	<p>Timely completion of major projects</p> <p>Improved redundancy of project managers</p> <p>Favorable rating from DFCM on project management</p>	Provide effective in-house management of major projects on campus.	<p><b>See Archives</b></p> <p>Begin discussions related to the management resources required to oversee capital projects.</p> <p><b>6/18:</b> Utilize DFCM project management resources more readily to alleviate campus resources.</p>
<b>1.5</b> Pursue a work order system solution that better meets the	<ul style="list-style-type: none"> <li>Evaluate existing work order system, assess system capabilities</li> </ul>	12-24 months	2 FT and Facilities Administration collaboration	Improved accuracy and reporting	Decrease overall cost of the work order system and	In depth analysis was completed in 2014/2015.

needs of Facilities Management	<ul style="list-style-type: none"> <li>· Compare prioritized department needs with system capabilities</li> <li>· Improve the interface of the work order system with campus operations</li> </ul>			<p>Interface with Banner</p> <p>Provide front line staff with an effective tool</p>	improve work order processing and reporting efficiency	<p>Decision was made to table the subject pending outcome of DFCM reporting standards.</p> <p><b>See Archives</b></p> <p><b>6/18:</b> Further training is underway to find ways to better utilize our existing CMMS.</p>
<b>1.6</b> Adopt a Project Management Software Solution for Improved Organization and Time Management	<ul style="list-style-type: none"> <li>-Research available systems</li> <li>-Compare system capabilities with campus needs</li> <li>-Add maintenance items to calendar, similar to projects</li> <li>-Explore a DIN (Do It Now) team</li> <li>-Inform administration of project progress</li> </ul>	12-36 months	1 FTE + 1 SE	<p>Improved project organization</p> <p>Reduced staff hours needed for project management</p>	Modernize and organize project management.	<p><b>See Archives</b></p> <p><b>8/17:</b> Purchased Bluebeam software as one component to this objective</p> <p><b>6/18:</b> Continue to attend training related to Bluebeam.</p>
<b>1.7</b> Work with Human Resources to improve the employee evaluation process on campus	<ul style="list-style-type: none"> <li>- Cooperate with HR to garner support</li> <li>- Research other best practices</li> <li>-Create an “individual development plan” or similar moniker</li> <li>-Evaluate shops as a whole</li> <li>-Create an ongoing conversation throughout the year.</li> </ul>	12-24 months	1 FTE	<p>Modernized evaluation process</p> <p>On-going conversation rather than an annual event</p>	Improved reception of evaluations by staff and supervisors	<p><b>3/17:</b> Identified in SWOT analysis as an opportunity</p> <p><b>6/18:</b> Item is being addressed through the Staff Association. Facilities Management has committed to help with this project.</p>
<b>1.8</b> Improve internal hiring process to streamline	<ul style="list-style-type: none"> <li>- Review internal steps to hiring</li> <li>- Improve notification of applicants and candidates</li> </ul>	0-6 months	Administrative time as needed	Reduced time for applicant notification of hiring status	Improve university reputation of being slow to communicate on hiring	<p><b>See Archive</b></p> <p><b>12/17:</b> Student hiring has been moved</p>

					status or notifications	to Business Operations  <b>6/18:</b> New process is working well.  <b>COMPLETE</b>
<b>1.9</b> Balance staffing levels v. workload	<ul style="list-style-type: none"> <li>- Use benchmark data to determine levels of staff to square footage</li> <li>- Utilize APPA data</li> <li>-Coordinate scheduling to produce quality outcome</li> <li>-Proper balance of Maintenance v. Operations/remodels</li> <li>-Evaluate number of student employees assigned to each FTE.</li> </ul>	0-12 months	Administrative time as needed	<p>Reduced comp-time</p> <p>Minimal work outside of a designated shift</p>	<p>Improved balance of maintenance and operations elements</p> <p>Improved score on DFCM facilities condition assessment</p>	<p><b>See Archive</b></p> <p><b>12/17:</b> Payout for overtime worked by two employees.</p> <p><b>6/18:</b> Technical event support for Athletics has been drastically reduced, they now provide their own people.</p>
<b>1.10</b> Make processes more user friendly	<ul style="list-style-type: none"> <li>-Create an app or similar tool for service call reporting</li> <li>-Provide better mobile technology tools for our staff</li> <li>-Teach Call Center to create work orders for non-emergency issues</li> </ul>	0-12 months	<p>Administrative time as needed.</p> <p>Front line staff training and input.</p>	Improved feedback from customers	<p>Better communication between campus and our staff.</p> <p>Reduced wait time on failure points on campus</p>	<p><b>3/17:</b> Identified in SWOT analysis as a weakness</p>
<b>1.11</b> Timely communication with staff and campus	<ul style="list-style-type: none"> <li>-Respond to all requests for action</li> <li>-Create checklists</li> <li>-Use email for regular updates</li> <li>-Hire a student to convey information about projects with those who are affected: face to face.</li> </ul>	0-12 months	Administrative time as needed	<p>Fewer items lost in process.</p> <p>Improved feedback from customers</p>	Reduced response time to work order or other requests from campus.	<p><b>3/17:</b> Identified in SWOT analysis as a weakness and an opportunity</p>
<b>1.12</b> Meeting and assignment follow up	<ul style="list-style-type: none"> <li>-Survey for follow up from customers</li> <li>-Scorecard for how we are doing</li> <li>- Develop a format to follow up on assignments</li> </ul>	0-12 months	<ul style="list-style-type: none"> <li>-Leadership team input</li> <li>-IT support</li> <li>-Applications or other technology</li> </ul>	<ul style="list-style-type: none"> <li>-Improved ability to respond to customer's needs</li> <li>-Create trend logs to track progress</li> </ul>	<ul style="list-style-type: none"> <li>-Better service to campus</li> <li>-Improve Facilities' ability to meet the needs of campus.</li> </ul>	<p><b>3/17:</b> Identified in SWOT analysis as an opportunity</p> <p><b>6/18:</b> Additional project coordination meeting</p>

				-Fewer items get forgotten		added for trades and front-line staff. Includes IT and other crucial players.
<b>1.13</b> Balance time and workload between maintenance and operations/ remodel projects	<ul style="list-style-type: none"> <li>-Use data to show the need for maintenance</li> <li>-Ensure projects are true to the needs of E&amp;G funding</li> <li>-Schedule maintenance as projects are scheduled</li> </ul>	0-12 months, ongoing	Leadership team commitment to prioritize maintenance work	<ul style="list-style-type: none"> <li>-Maintenance items not shown as delinquent in the work order system</li> <li>-Fewer corrective maintenance calls</li> </ul>	Better overall condition of facilities and educational resources for students	<b>See Archive 6/18:</b> Additional contractor help has been secured for remodel and auxiliary projects.
<b>1.14</b> Evaluate the opportunities which may be present with adding a second shift to Facilities Management operations	<ul style="list-style-type: none"> <li>-Explore which trades would be most valuable on a second shift</li> <li>-Define the optimal work times for a second shift</li> <li>-Identify the benefits of having staff on campus late in the day</li> </ul>	0-12 months.	<p>Leadership team time</p> <p>Create a means to offer the opportunity to staff</p>	<ul style="list-style-type: none"> <li>-Improved support for after-hours events</li> <li>-Quicker response to emergencies</li> <li>-Improve schedule offerings for staff</li> </ul>	<ul style="list-style-type: none"> <li>-Evolution of Facilities Management with campus growth</li> <li>-Enhanced support of campus events and activities</li> </ul>	<p><b>9/17:</b> Discussions within leadership team meetings to evaluate viability</p> <p><b>12/17:</b> Concept temporarily tabled.</p>
<b>1.15</b> Provide employees with visible credentials for use while working on campus	<ul style="list-style-type: none"> <li>-Define when credential must be worn</li> <li>-Design credential and required information</li> <li>-Show benefits of using credentials</li> <li>-Establish which other schools are using them and the benefits of it</li> </ul>	6-18 months	<p>Leadership team time</p> <p>Money to produce credentials</p>	<ul style="list-style-type: none"> <li>-Improved identification of staff</li> <li>-Enhanced security</li> <li>-Improved communication with building occupants</li> </ul>	<ul style="list-style-type: none"> <li>-Improved identification of staff</li> <li>-Enhanced security</li> <li>-Improved communication with building occupants</li> </ul>	

\* SE – Student Employee, FT – Full Time

## Goal 2: Pursue elements that enhance employee well-being and provide opportunities for professional development.

Objectives (Listed without priority)	Action Items	Timeline	Resources Required (All staff are existing unless indicated)	Indicator/s of Achievement	Desired Outcome	Status
2.1 Employee Compensation	<ul style="list-style-type: none"> <li>-Improve wage standing in relation to benchmark</li> <li>-Enhance staff understanding of merit driven compensation</li> <li>-Identify opportunity to collapse positions and increase wages based on merit and contribution</li> <li>-Promote non-salary compensation (health care, education, tool useage, etc.)</li> <li>-Encourage staff to take advantage of education incentives to increase salary</li> <li>-Participate in T-fit challenge (\$75 per)</li> </ul>	0-36 months	Wage dollars – amount TBD, variable	Wages within +/- 5% of benchmark	Improve the department’s contribution to campus by improving morale and compensation rates	Overall progress has been made, but still lacking headway with several key employees. <b>See Archives.</b> <b>6/17:</b> Successful in securing an additional \$50k of ongoing funds for salaries. <b>8/17:</b> Salary analysis performed. <b>6/18:</b> 3.5% increase for all employees achieved.
2.2 Professional Development	<ul style="list-style-type: none"> <li>· Provide staff-requested training every two years minimum</li> <li>· Encourage staff to find an area of expertise in which they can excel.</li> <li>· Provide leadership and mentoring opportunities</li> </ul>	0-60 months: ongoing	\$1000/staff member every other year (~\$30k/yr.)	Training recorded in tracking system for every employee at least every other year.	Improved overall knowledge of each staff member’s trade or area of expertise. This can include classes offered at SUU (degree seeking or not)	<b>8/16:</b> Staff at all levels of the organization have been given additional training, commitment will be ongoing. Opportunities for on-campus classes are fully supported. <b>6/18:</b> Reviewed. Commitment continues.
2.3 Safety	<ul style="list-style-type: none"> <li>· Train staff on safety related items</li> <li>· Audit for safety related issues on campus</li> <li>· Provide necessary resources for mitigation of safety issues</li> </ul>	0-60 months: ongoing	Variable, funds TBD. \$10k allocated initially.	Decrease overall preventable safety related incidents on campus	Provide high quality service to campus while achieving an excellent safety record	Safety program on campus is well rooted and continues to make progress. Safety is often on the agenda at weekly strategic planning meetings within Facilities Management <b>8/17:</b> Will add safety to weekly strategic planning meetings <b>6/18:</b> Safety will be scheduled as a component of all projects on

						campus, just like other trade activities.
<b>2.4 Compensation for Credentials – Item Complete</b>	<ul style="list-style-type: none"> <li>- Develop a set of job related credentials that warrant increased compensation if achieved by staff.</li> </ul>	0-12 months	Variable, funds TBD. \$10k allocated initially	Compensation paid for achieving credentialing goals	Improved employee opportunities by compensating for added value brought to job assignments	<b>See Archive</b>
<b>2.5 Improve Communication with Staff</b>	<ul style="list-style-type: none"> <li>- Directors to deliver critical information to front line staff</li> <li>- Face to face conversations with building occupants to describe work happening in their area</li> <li>-Send weekly email from Leadership Team on what’s happening in Facilities Management and on campus</li> <li>-List for new employee training interviews with Leadership Team</li> <li>-Improved announcements during safety meetings</li> </ul>	0-60 months: ongoing	Administrative time	<ul style="list-style-type: none"> <li>Reduced complaints from campus community on lack of communication</li> <li>More organized approach to interviews with new employees</li> <li>Better informed front-line staff</li> </ul>	<ul style="list-style-type: none"> <li>Decreased frustration from front line staff</li> <li>Improved project management</li> <li>Better customer experience</li> </ul>	<ul style="list-style-type: none"> <li>New meetings have been scheduled, outcome appears positive. Continue efforts.</li> <li><b>See Archive 6/18:</b> Trades coordination meeting has been successful</li> </ul>
<b>2.6 Employ and mentor students</b>	<ul style="list-style-type: none"> <li>-Teach technical skills</li> <li>-Provide professional guidance related to job assignments</li> <li>-Improve the participation in the internship program</li> <li>-Mentoring v. labor – pursue the former</li> <li>-Highlight student success</li> </ul>	0-60 months: ongoing	Commitment from all full-time staff	<ul style="list-style-type: none"> <li>-Friendships between full-time and student employees</li> <li>-Student employees who meet a challenge</li> <li>-Ongoing relationships with students</li> <li>- Students gain new skill set</li> </ul>	Student success as employees and students	<ul style="list-style-type: none"> <li><b>3/17:</b> Identified in SWOT analysis as an opportunity</li> <li><b>6/18:</b> Student employment continues to be strong. Observations of FT employee’s interactions with students is positive.</li> </ul>
<b>2.7 Implement safety guidelines for contractors</b>	<ul style="list-style-type: none"> <li>-Acquire insurance documentation from contractors</li> <li>-Publish requirements on line, make information known</li> <li>-Conduct annual review of documents</li> </ul>	0-12 months, ongoing	<ul style="list-style-type: none"> <li>-Director of safety and risk management time</li> <li>-System or format for document organization</li> </ul>	-Documentation for a greater percentage of contractor’s insurance	-Fulfilled requirements on every contractor	<ul style="list-style-type: none"> <li><b>See Archive 8/17:</b> Will be part of focused efforts this coming year</li> <li><b>6/18:</b> Insurance documentation is collected for each contractor hired by SUU.</li> </ul>

### Goal 3: Develop methods to maximize potential resource savings and provide long-term benefits to the university.

Objectives (Listed without priority)	Action Items	Timeline	Resources Required (All staff are existing unless indicated)	Indicator/s of Achievement	Desired Outcome	Status
3.1 Enhanced Energy Management	<ul style="list-style-type: none"> <li>· Assess energy saving opportunities on campus through a formalized campus energy audit</li> <li>· Turn audit findings into viable projects with minimal return on investment periods</li> </ul>	0-24 months	\$30k  2 FT, hours TBD	Viable energy conservation measures	Reduced campus energy consumption	<b>See Archive 6/18:</b> LED walkway lights have been purchased, installation is almost complete. New LED lighting installed in Old Main and Sharwan Smith Center.
3.2 Building Re-commissioning	<ul style="list-style-type: none"> <li>· Identify viable building candidates</li> <li>· Point by point assessment of mechanical system operation</li> <li>· Correction of faulty equipment</li> </ul>	0-60 months: ongoing	\$50k  2 FT, ongoing	Improved building occupant comfort as seen through reduced hot/cold calls	Return building mechanical systems to as-installed operational performance	<b>6/18:</b> Utility Services has been tasked with pursuing projects, funding is being applied as needed.
3.3 Utilize unspent funds at the end of each FY to create reserves to be used for large equipment purchases	<ul style="list-style-type: none"> <li>· Define budget line items that provide room for efficiency</li> <li>· Set reserve amounts for areas within budget that would benefit from reserve funds</li> <li>· Eliminate one-time funding requests from the university</li> </ul>	0-36 months	Variable per year	Growth of reserve accounts to defined amounts.	Support the capital replacement plan with internal funds required for major equipment purchases	<b>See Archive 6/18:</b> Departmental goal aligned with administrative direction.  <b>Complete.</b>
3.4 Water Use Management Plan	<ul style="list-style-type: none"> <li>· Define goals for water conservation</li> <li>· Determine a means to achieve these goals</li> </ul>	0-12 months	FT staff hours	Production of a plan that addresses overall water use/reduction strategy for campus	Effective plan that improves water use/reduction	<b>See Archive 12/17:</b> Grounds department is meeting with Maxicom/ Rainbird representatives to advance the water management system. <b>6/18:</b> Funding has been secured for Maxicom software and

						system upgrades. Project will happen September '18.
<b>3.5 Tree Inventory Management – 2065 trees (6/18)</b>	<ul style="list-style-type: none"> <li>Identify at-risk trees within campus inventory, strategize for their replacement</li> <li>Purchase trees which will enhance the variety on campus and have a high survival rate</li> </ul>	0-60 months: ongoing	\$10k per year, staff labor	Purchase and plant approximately 100 trees per year for five years	Bolster arbor understory with new generations of trees and add tree groves to areas of campus that will benefit from added trees.	<p><b>See Archives 8/17:</b> 139 trees were purchased and planted in the spring of 2017.</p> <p><b>6/18:</b> 38 deciduous trees were purchased in May. 65 evergreen trees will be purchased locally and planted over the summer.</p>
<b>3.6 Infrastructure Replacement Planning</b>	<ul style="list-style-type: none"> <li>Evaluate current status of utility distribution systems</li> <li>Determine replacement priorities</li> <li>Couple this objective with capital replacement planning</li> </ul>	0-12 months	\$50k for assessments	Improved reliability of utility distribution systems	Improved reliability of utility distribution systems	<p><b>See Archive 12/17:</b> Insulation work is in the process of being completed on steam distribution system.</p> <p><b>6/18:</b> Medium voltage switch gear replacement design will begin 7/18.</p>
<b>3.7 Business Building</b>	<ul style="list-style-type: none"> <li>Support administrative efforts to secure funding and permission to construct a new business building on campus</li> </ul>	0-24 months	FT staff hours	Commence construction	Addition of new business building and repurposing of existing building	<p><b>Current status:</b></p> <p><b>See Archive: 6/18:</b> Construction is on schedule. and on budget. Completion August 3, 2018.</p>
<b>3.8 Improve Campus Utility Metering</b>	<ul style="list-style-type: none"> <li>Increase resolution of campus metering program</li> <li>Install automated meter reading with attributes of a modern meter system</li> <li>Primary focus: NG, steam, electric</li> </ul>	0-24 months	\$250,000 (state funding has been applied for)	<p>Phase one completion</p> <p>Phase two completion</p>	Modern utility meter reading system which produces useable data for energy conservation and O & M reporting	<p><b>See Archive 8/17:</b> Design services for electrical and gas meters have been started.</p> <p><b>6/18:</b> Electrical and gas meters are being installed.</p>

# Snapshot of Southern Utah University

## Main Campus

### University Facilities, Structures, and Grounds

- 136 Maintained Acres
- 68 acres of Turf and xeriscape
- 1.2 acres of Flower Beds
- 35 acres of Parking Lots (Owned & Partnership – 3,803 Stalls)
- 12.84 miles of Sidewalks
- 88 University-owned Buildings - 1,699,631 sq. ft.
- 13 Leased Buildings - 48,146 sq. ft.
- 12 Other Structures (i.e., Centurium, Founders Monument, etc.) - 27,557 sq. ft.
- 15 Buildings less than 10 years old
- Utilities: Electrical, Natural Gas, Steam, Water Distribution Systems, Central Heat Plant

### Valley Farm

- 1,032 acres, 8 Buildings (Classroom, Agricultural, and Staff Housing) - 38,838 sq. ft.

### Mountain Center

- 2,629 acres of Mountain Property, 6,000 sq. ft. Mountain Center, and Outbuildings

### Observatory

- 5 acres, 705 sq. ft.

### Miscellaneous Properties

- 177 acres

### Radio Tower

- The Radio Tower is located in the southwest area of Cedar City. It is 150+ feet tall (not including lighting fixtures and lightning rod on top). It is composed of seven 20' sections and one 10' tapered section sitting on a concrete base which contributes more height.

### Aviation

- 3 owned hangars; 1 leased hangar – 36,888 sq. ft.

### Head Start

- Buildings: 2 owned; 8 leased

### USF (approximate seating)

- Randall L. Jones Theatre 770 seats
- Engelstad Shakespeare Theatre 921 seats
- Eileen and Allen Anes Studio Theatre 200 seats