APPRA AWARD FOR EXCELLENCE IN FACILITIES MANAGEMENT 2010
University of Nevada, Las Vegas (UNLV)

Introduction

INTRODUCTION

In its 52-year history, UNLV has undergone an amazing transformation from a small branch college into a thriving urban research institution of 29,000 students and 3,300 faculty and staff.

Along the way, the urban land-grant university has become a dynamic resource for one of the country's fastest-growing and most enterprising cities. UNLV's 332-acre main campus, comprised of more than 5.4M sf encompassed by 109 facilities, is home to more than 220 undergraduate, master's, and doctoral degree programs, all accredited by the Northwest Commission on Colleges and Universities.

The Facilities Division employs more than 300 individuals and has an annual operating budget of $29.3M. The leadership team is expert in the areas of Planning and Construction, Facilities Operations, Landscape and Grounds, Custodial and Recycling Services, Energy Management, Administrative Services and Work Management.

The Facilities Management Department is committed to our mission of maintaining state supported facilities in the most aesthetically pleasing and optimal operating condition possible while creating and maintaining an environment that encourages and enhances the education experience with every decision we make.

It’s the goal of Facilities Management to be world-class in everything we do and create an identity that is synonymous with integrity, professionalism and excellence.
1.0 Leadership – 150 points

1.1 Leadership roles and responsibilities are clearly defined. The Executive Director of Facilities Management reports directly to the Senior Vice President for Finance and Business. The Executive Director supervises a Director of Facilities Management, Landscape and Grounds, a Director of Administrative Services, an Assistant Director of Work Management and an Assistant Director of Custodial Services and Recycling. The Executive Director and both Directors each have assigned Administrative Assistants. The Director of Facilities Management, Landscape and Grounds has various Assistant Directors and Facilities Supervisors that manage trade shops, technicians and field workers. Each trade has a lead supervisor. One of these Assistant Directors serves as our Energy Manager. There are also two Project Coordinators that develop and manage Facilities projects and two engineers (Mechanical and Electrical) that analyze new and existing systems and equipment, make improvement recommendations, and find ways to be more economical and efficient. The Director of Administrative Services and his staff manage our Garage Services, Parts Warehouse, local IT functions, and all budgets for the entire department. The Assistant Director of Work Management is responsible for all customer service Help Desk operations, CMMS data management, Benchmark and Performance Indicator tracking, and Condition Assessment functions. The Assistant Director of Custodial Services manages three shifts of custodial employees with the help of shift supervisors, manages a custodial parts warehouse, and has a Recycling Manager who handles our recycling efforts. All professional management staff members have performance objectives to meet as set forth in their annual performance evaluations. All classified technicians, field workers and administrative staff have objectives as set forth in their work performance standards on which they are evaluated at least annually.

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. All newly hired employees go through an orientation program before they can begin work. Employees are also subject to initial safety training as part of their orientation and are briefed on uniforms and dress options. They are brought to staff meetings and introduced to all leadership who also explain their position and role in the organization. Surveys are conducted annually by the Senior VP for Finance and Business whereby line employees are asked to critique the performance of their managers. Managers are also able to petition employees to review managerial performance, existing processes and procedures, and offer ideas and suggestions for improvement. Managers are sent through APPA Leadership training programs as budgets allow.

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, Vision and Values statements have been developed and are located on the Facilities Management website at http://facilities.unlv.edu. Statements clearly align with those of the campus, which are documented on the President’s web page at http://president.unlv.edu. UNLV embarked on a Focus: 50 to 100 campaign in 2008 that celebrated our first 50 years and sets plans for the next 50. Part of this campaign focused on marketing UNLV and communicating these statements to those on and off campus. FM communicates our statements every chance we get through periodic employee gatherings, Proctor meetings, and prominent displays on various web pages.

1.4 Facilities management leaders spend time on a regular basis with the customers and front-line staff. The Executive Director and Director of Facilities annually meet with Deans and Department Heads to discuss their needs and bring them up to speed on maintenance issues, projects, and policy changes that will affect their facilities and programs. A Building Proctor Program allows Facilities Management to relay concerns to Proctors, who in turn can relay the information to their constituents via a web application. Leadership holds Proctor Meetings annually and Proctors can communicate with leadership whenever needed throughout the year. Leadership also meets with various groups and employees around the campus to discuss issues and relay information. The Employee of the Month meeting present opportunities where leadership updates employees on department business and happenings. Leadership can also be found visiting shops and employees out in the field on a daily basis and touring senior leadership around campus to show them projects either recently completed or still in progress.

1.5 Performance measures at each level of the organization are clearly defined. All employees have clearly defined performance objectives and work performance standards that must be adhered to and are evaluated against these at least annually. Benchmarks and performance graphs are generated and posted each month for employees to view. Leadership monitors these numbers, speaks with employees about them, and makes adjustments to work practices to effect improvements accordingly. The Department also participates annually in APPA’s Core Data Survey to compare our efforts with that of our constituents.

1.6 Senior leaders establish and reinforce an environment where shared values support self-direction, innovation and decentralized decision-making. The Executive Director or Facilities hires well-qualified individuals into leadership roles and provides them with enough autonomy to run their areas as their expertise dictates. Each department has a budget they are responsible for and are allowed to use in a manner they deem best for accomplishing their missions. All leadership is encouraged to read trade materials, attend and participate in conferences, and get training that helps them stay abreast of current trends and practices. Weekly staff meetings are among several opportunities where managers are encouraged to share ideas, inform other sections on what they’re doing to improve, and gauge predicted impacts on operations. Our local IT
specialist is available to anyone to assist them with programming, custom or off-the-shelf applications, hardware, electronic forms and web updates and design. Employees have been adequately trained and have authority to make decisions on managing their positions or resolving customer issues so long as they are consistent with Facilities Management policies and practices. Employees are also encouraged to bring their ideas forward that can make their jobs easier, increase productivity, lower costs, increase environmental friendliness, or improve customer services.

1.7 Informed of current trends and practices in the industry. Staff members are highly encouraged to seek out training whenever possible. Several staff members have become certified in a variety of specialized activities that have increased the core competencies of the department. Several managers have attended or completed APPA leadership courses and several technicians regularly attend vendor-sponsored training programs for things like HVAC systems, environmental controls and lighting systems. Managers and front-line employees alike subscribe to a variety of trade publications, web forums and list serves in an effort to learn and share information. Other staff members teach courses in things such as Backflow Prevention, CMMS Management and Landscape Maintenance to name a few. One member of our staff is an officer on APPA’s technology committee and routinely shares information with others and brings ideas back to campus for consideration. Technicians routinely participate in the Physical Plant Craft Association as officers, conference attendees, trainers, and hosts. Our facilities engineers routinely attend training seminars on emerging technology, sustainability and LEED.

1.8 A succession plan is in place to insure continuity of leadership. The Director of Facilities covers in the Executive Director’s absence. If both are away, the Director of Administrative Services covers. In the case of multiple absences, the Executive Director will generally appoint a cover person. Each Executive Director, Director and Assistant Director has lead personnel that cover for them and are being trained to qualify for their positions when they leave the university. Vacant supervisory positions are open to front-line employee applicants provided they can demonstrate satisfactory knowledge of the position as taught by their supervisor during the interview process. Signature Authority for a variety of issues, such as purchasing and budgets, are in effect that maximize coverage and need. Lead personnel in shops and administrative sections also have trained seconds that can step in for them and assume all duties. Additionally, many areas have been cross-trained to increase coverage and extend resources. For example, Administrative Services and Work Control staffs routinely cover for one another and share resources. All Administrative Assistants can step in to cover for one another and provide for the needs of the associated manager. Several employees have been trained in the administration of the CMMS and have the associated rights to step in when needed. Various policy and procedure documents are also in-place and are available to fill-in personnel to help guide them. Facilities
Management builds in oversight redundancies at all levels and for all activities to insure our business continues uninterrupted.
2.0 Strategic and Operational Planning – 150 points

2.1 A strategic plan exists that includes the goals and objectives of this department. The University recently celebrated its 50th anniversary and re-developed its strategic plan, now called Focus 50 to 100 (http://planning.unlv.edu). Infrastructure planning is a major component in the plan, of which all service organizations, including FM, will play major roles. FM’s Planning and Budget Information Book also contains chapters that update the previous calendar year’s goals as well as set new goals for the coming calendar year.

2.2 The strategic plan was developed with participation from internal and external stakeholders, approved by the administration, and effectively communicated. The University held a number of town hall meetings where the entire campus was able to take part. There were even community events where Southern Nevada residents could come and participate in the process. A number of taskings came from these meetings, which were sent to appropriate departments as action items including FM (see the Focus 50 to 100 website for more information at http://planning.unlv.edu). The plan was approved by the administration and was communicated to the campus via out briefings, e-mail, and electronic and hard copy media sent to offices and homes.

2.3 Customer needs and expectations serve as the major drivers for setting strategic direction. FM is committed to constant improvement and rely on our stakeholders heavily to help us move in appropriate directions. We push out an annual survey, which asks questions pertaining to every aspect of our operation. The survey is also available all year round from our website as well as the constantly updated results. Answers are categorized and disseminated to the appropriate manager for possible action. Survey results are also reported in our annual Planning and Budget Information Book. Other surveys run concurrent with our web request system. These afford stakeholders the ability to comment on the request system, the work they requested, or alert us to other issues. An annual internal FM employee survey is also done to gain the opinions of our staff and take action to improve as appropriate. The Building Proctor Program provides a direct link to program directors for submitting ideas, suggestions and comments. There are numerous Contact Us links found throughout our website as well as in e-mail confirmations generated by work requests. Employees can also use these tools to make submissions to us at any time or simply call or come by our offices.

2.4 Goals and key performance measures are understood by all and periodically reviewed. Goals are set annually via meetings with senior department staff members. Once goals are finalized, they are published in our annual report to the Senior VP of Business and Finance. Department/section heads share goals with their employees and convey what each must do to help achieve completion or compliance with the goal. Goals are reviewed several times per year and progress
is documented. The annual report brings the previous goals full-circle by documenting progress/completion of goal items from the previous year.

2.5 *Performance measures at each level of the organization are used to meet goals.* Surveys, benchmarks and performance indicators all serve to help the department meet the needs of our stakeholders. APPA Core Data Survey results are also reviewed as is the progress of calendar year goals and objectives. All of this data is added to our annual Planning and Budget Information Book and sent to the Senior VP for Finance and Business. Results from these activities help drive action within the organization to improve or in some cases, get our message out to stakeholders who are not aware of our activities.

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.* Institutions in the State of Nevada do not perform bottoms-up budgeting. Instead, budgets are based on a square foot formula that funds maintenance activities at the rate of .90 per sf. Staff does have input on the final amount allocated to Facilities Management to influence the amount of money that goes into each account. Needs always exceed the amount of money the formula allows us, so we are continuously finding innovative ways to stretch our dollars and do as much as we can. For example, we have embarked on a turf reduction campaign that is consistent with our valley’s drought situation, helping us reduce water consumption and save money. Rebates from the Southern Nevada Water Authority generally pay for the turf reduction, making the project self-funding. We’ve also dramatically reduced our energy consumption through a variety of methods. These savings allow us to put the money elsewhere in the budget to do other things and in some cases, reduce staff. Money for vacant positions can then be re-allocated to new positions or sent back to the University’s general budget. Staff members stay abreast of new ideas and advancements and constantly bring those forward to management as possible new efficiencies. Our local IT section has devised a number of custom applications, front ends, mini-apps and routines that have saved labor and money while affording us the ability to do more. The Senior VP for Finance and Business publishes an annual efficiencies document to the Nevada System of Higher Education that highlights all the projects and activities that have been undertaken to reduce cost, improve efficiency and meet obligations with less effort. Staff also have input on our capital submittals and help influence large scale projects and expenditures that can save the department money in the long run.

2.7 *Standards have been defined for overall operational performance, built environment, and landscape.* The Planning and Construction Department maintains and updates all standards that govern facility design and construction. Sustainability, maintainability and life cycle costs play a large role in determining how standards are written and the types of systems, equipment and materials that can be used on our campus. P&C also keeps as-built drawings and now requests
them in an electronic format. LEED standards are now being incorporated to make facilities as energy efficient and sustainable as possible without sacrificing quality. Water smart landscapes are specified to address drought concerns and keep irrigation and electrical costs low. Natural light is another feature that helps keep energy costs as low as possible while maintaining an eco-smart environment. High efficiency HVAC systems are being specified that also use less water and power while maintaining comfortable temperatures. Standards are continually reviewed and updated as new materials, systems and building techniques are developed. UNLV also employs a rigid commissioning process that helps insure all construction was done correctly and all systems work to their intended design standards.

2.8 *A campus master plan is in place, current, and utilized for decision-making.* The University commissioned a new campus master plan just a few years ago. The plan is current and is used when decisions are made for new construction and renovations. Because the campus is landlocked, only a finite amount of space can ever be available. The master plan addresses this issue and was designed in such a way as to take full advantage of available acreage. Green spaces were identified as were people pathways and utility corridors for new construction. The plan also identifies the number of students it can comfortably support when completely built out while being mindful of acceptable sf per person standards. The campus now houses 148 structures that encompass more than 5.4 million sf on 357 acres. Its enrollment exceeds 28,000 students.

2.9 *The operational units participate in the development of the construction program and are active participants in the acceptance of completed projects.* All shops, trades, engineers, project coordinators and managers have played a role in helping to define UNLV’s construction program and the construction standards manual. Drawings and specifications are reviewed at several intervals during the design phase. Comments are made and forwarded to the appropriate Project Manager. Meetings and dialogs are held to discuss problem areas and come to an agreement on how to resolve them. Building commissioning is performed, operator training is held on facility systems, operations and maintenance manuals are received and added to our library, and adjustments are made so that equipment is operating optimally. The State Public Works Board also monitors start-up activities and assists as needed.

2.10 *Strategies and processes are in place to ensure continuity of functions in the event of staff turnover or other disruptions.* As was mentioned earlier, every position has back-ups that are trained to assume the lead role whenever needed. Positions have also been cross-trained so resources can be shared and placed where needed. Custodians have assigned facilities but are rotated periodically in an effort to make everyone familiar with all facilities. Both Main and Custodial warehouse personnel can be interchanged as needed. Work Control employees can also be rotated between the main and satellite campus as needed. Process and procedure documents offer guidance and instruction on how things are done. Student
employees are used throughout the organization and afford us additional labor resources as needed while providing them with the benefits of an on-campus job. Select individuals have been trained on campus information systems and we have trained multiple individuals on various aspects of the CMMS. We also have multiple back-up database administrators for the system. Position descriptions and job duties are documented with HR and assist with hiring and training new employees. Retired employees could be called back to work under special part-time contracts if the need arises. Special 160 hour contracts are also available for part-time hiring.

2.11 Emergency response plans are in place, current, and communicated to facilities employees and the campus community as required. Risk Management and Safety is responsible for administering these plans with input from all campus departments. They also take steps to review plans with all campus departments each year to insure they are current. All facilities employees are aware of our response depending on the situation and what is expected of them. Evacuation plans are practiced via announced and unannounced fire drills periodically throughout the year. Trade employees respond to mock drills and emergency callouts as set-up by RMS. All University phone books contain emergency procedures and documents are available from the RMS website and via links on the Facilities website. Campus Emergency Management teams meet periodically to review and update plans accordingly. Alternate command center sites have been selected should the emergency impede operations from the primary site. A major exercise is run at least once per year to practice and determine where improvement is needed. UNLV’s emergency response is coordinated with city and county emergency response and law enforcement as part of an overall emergency response network.
3.0 Customer Focus – 150 points

3.1 Surveys, tools and other methods are used to identify customer requirements, expectations, and satisfaction levels. Facilities Management leadership meets with Deans, Department Heads and Program Directors at least annually to determine their concerns and provide them with information related to upcoming work that will affect their facilities. A series of Town Hall meetings are periodically conducted by campus leadership to inform the campus community of issues and events that could affect them and their programs. At this time, ideas are also solicited on ways to become more efficient, add value to our efforts, or save money. Facilities Management responds to questions and comments in our area of concern, many of which have resulted in changes to our campus and business model. FM has established a Building Proctor Program in an effort to foster better communications our clients. The hallmark of this program is FM’s ability to communicate with a single point-of-contact to inform of event or work activities that have the potential to impact a facility, program or class as well as normal business operations. The program also provide Proctors with a direct line of communication to a Facilities manager that can help prioritize needs and concerns or answer questions in a timely manner. An annual Lighting Walk is conducted and participants include senior leadership, FM leadership, UNLV Police Services, select instructors and student leaders. The goal is to look for areas where campus outdoor lighting can be improved. All individuals have input and FM looks into and addresses each concern accordingly. Links to continuous surveys are available from the electronic work request confirmations that are sent to customers that use our web request system. These surveys allow customers to comment on our web request application as well as address concerns with specific work requests, facilities issues and other areas if interest. FM also conducts a campus survey once per year that questions clients in a variety of areas such as cleanliness, staff attitudes, maintenance of facilities, professionalism of help desk staff, and convenience of FM tools to name a few. The survey link is also posted year round on our website. Finally, FM performs an annual internal employee survey to gain the insights of staff members and measure the work climate. Staff can voice their opinions on a wide range of topics and make suggestions. All survey results are continuously updated and graphed. Results and comments are forwarded to appropriate FM leadership and used to make improvements or address specific concerns. The survey is well received by the campus community and internal FM staff.

3.2 The roles, responsibilities, and service provided by the facilities department are well defined, communicated, and understood by all within the department and by all communities served. FM hosts a very robust and user-friendly web page that all pertinent information, links to important documents, and tools for clients to help themselves. The website clearly defines all sections of the department, links to those areas, and services that are available. Help is available throughout and is user-friendly and easy to understand. Phone number and e-mail addresses are also posted. The front page of the website contains many important documents
such as our Business Operations Guide and the Facilities Maintenance Responsibilities Policy. This policy explains which services are done at no charge and which are considered non-maintenance that we have to charge for. The Business Operations Guide is made available to all employees throughout the campus as well as to newly hired personnel as part of the HR orientation. The guide contains information on web sites, phone numbers, e-mail addresses, explains services offered and how to access them as well as the requester’s responsibilities. On some occasions, FM personnel are requested to make presentations to groups and entities on-campus where services and access to us is presented. Finally, FM reviews all of these things at our annual Building Proctor Meeting as well as alerts Proctors to new items and improvements that are on the horizon.

3.3 Levels of service are set to exceed customer expectations and are defined in terms that can be understood by the administration, building users, and facilities staff. The Facilities Maintenance Responsibilities Policy contains information that allows the reader to understand the services that are available and the level of service that can be expected. Because not all situations can be specifically addressed, an easy to use matrix helps clients understand the type of work being requested and who is responsible for funding the work. A custodial matrix lists services performed and the intervals at which they completed, which is based on our funding level. As services are reduced or increased, notifications are sent to all clients informing them of the changes and the reasons why. Notifications are also sent anytime FM embarks on work that could affect facilities, areas of campus or normal business operations. Projects are assigned to a project coordinator and monitored closely for conformance to requirements, including keeping the appropriate campus community members informed during the entire process. Field technician routinely meet with customers prior to performing work and after work has been completed. Project Manager and FM leadership meets with customers on the higher profile jobs to agree on work scopes and insure we meet our expected deliverables. Our website is another excellent resource that’s easy to understand and provides the reader with information, resources and tools to satisfy their needs. FM’s web request system is state-of-the-art and serves as a portal to our department from which customers can gain access to answers and functions without the need to contact a live person. This helps increase efficiency for both the customer and FM staff by offering real-time information, functions and feedback to satisfy most needs. Finally, help desk staff is always available to answer questions and can be contacted in a variety of ways.

3.4 The communities served know how to obtain, monitor progress, and evaluate the services offered. Our FM webpage lists all of our services and provides links to forms, applications and other websites. Our web request system acts as a portal and allows customers to check the status of any request, receive updates as statuses change, query historical work requests, see costs posted to work orders, and see costs that have been sent to the general ledger of our financial application. Both the web request and key request systems contain excellent help instructions
on how to use these applications. Electronic confirmations communicate receipt of requests and survey links allow customers to comment on any aspect of the request process. The annual FM Survey also asks questions pertaining to this topic. Results are tabulated, graphed and comments sent to appropriate managers to make improvements as needed. Information on how to access FM services is included in the Business Operations Guide, which is made available to all employees throughout the campus as well as to newly hired personnel as part of their HR orientation. Phone numbers and contacts are listed on our web pages, confirmations, e-mails and documents so clients can contact us at anytime and for any reason.

3.5 Customer feedback is used to build positive relationships, drive processes and effect improvements. All survey data is compiled and graphed, and the results along with comments are sent to the appropriate manager for evaluation. Survey results are also included in our annual Planning and Budget Information Book that is mandated by the Senior VP for Finance and Business. Comments, received individually through one of our other mechanisms are also forwarded to the appropriate manager for evaluation and possible action. On many occasions, clients will be contacted to obtain further information or an in-person visit will be arranged. All feedback is also reviewed for possible changes in our processes and procedures to elicit more positive outcomes. This includes the types or brands of parts and materials we procure, the way we construct new facilities and systems, the way we maintain our assets, and the way we provide services. The goal of our department is to foster excellent communications with our clients and follow-up on their concerns with viable action. We want our campus to have confidence not only in our talents and abilities, but also our willingness to do whatever is necessary to provide the best possible environment for learning and working.

3.6 Campus users have a clear understanding and positive view of the services provided by the facilities organization. Based on the past two years, an average of 81% of our clients rated us satisfactory or above across 15 different areas of our business. There was noticeable improvement in several areas and in other areas, survey results were statistically dead even between years. There is always room for improvement but we believe such results tell us that our message is getting out there and is being received loud and clear. We also received rave reviews at this year’s Building Proctor meeting. Proctors were very pleased with the way the program was working, appreciated the increased two-way communications, and enjoyed the access they were being given to FM leadership. In each of the past 3 years, FM has either taken the top spot or placed second and third in the President’s Annual Classified Employee of the Year balloting. We also won in the category of Rookie of the Year. In 2007, FM employees swept all three places, a feat never before accomplished by any department. The campus has taken notice of our efforts and has voiced their approval in a variety of ways.
4.0 Information and Analysis – 100 points

4.1 A systematic approach is in place for identifying and prioritizing performance indicators, comparative information, and benchmarking studies for the most critical areas. The APPA Core Data Survey, in-house customer satisfaction surveys, and benchmarks and performance indicators generated monthly contribute to our self-improvement efforts. Data is shared with all managers and key comparisons eventually find their way into our annual Planning and Budget Information Book, which is a document mandated by our Executive VP for Finance and Business. Energy and water consumption graphs are also monitored and updated continuously and this information is also uploaded to the aforementioned Planning and Budget Information Book. A remote metering program captures energy usage in all facilities and is viewable at anytime from the Energy Management section of the FM website. Our Environmental Controls application continuously monitors HVAC performance. Information derived from this system is used to determine optimal performance baselines and is analyzed to detect potential issues and as a tool to gauge the effectiveness of system repairs and alterations. The Rebel Recycling program continuously calculates the quantities of all categories of recyclables as well as the dollar amounts of sales made to vendors. Calendar year goals and objectives are agreed to with the Senior VP for Finance and Business. All of this information is used in some manner to promote operational efficiency and make process changes as needed.

4.2 Benchmarking results, comparisons, and performance indicators are tracked and used to drive action within the organization. As mentioned above, benchmarking our energy and water consumption has led us to perform such projects and turf reductions, install higher efficiency equipment, perform engineering reviews of installed electrical and HVAC systems, change settings and operational parameters of equipment, and educate the campus community on conservation methodologies. Remote electrical metering and electronic environmental controls have also allowed us to immediately see the effects of our activities and find other areas where we can improve. Calendar year goals and objectives are monitored and updates provided until they have been fulfilled. All of this enabled us to win several awards from our local energy provider and local water authority. But the biggest honor we received was the Cashman Award in 2009. This annual award is given in recognition of efficient and effective use of taxpayer funds and was bestowed upon the department for maintaining consistent energy costs despite substantial campus growth, including nearly $11 million in cost savings since 2001. More specifically, the cost savings were achieved in part by converting more than 855,000 square feet of turf to water smart landscaping, a savings of up to 45 million gallons of water each year; reducing water use by 45 percent per square foot, despite near constant campus growth; and by reducing electricity and natural gas use by 38 percent per square foot. Additionally Rebel Recycling, through its proactive campus outreach, was responsible for recycling more than 697 tons of material – an average of 2.8 tons per work day. None of this would
have been possible had we not benchmarked our activities, analyzed our results, and acted to make changes in the way we do things.

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. Our department maintains a philosophy that we try to enter data only once and our database of record will be the CMMS. Everything we do in FM either originates directly in this system, is fed data from another system or pushes data to another system. Security in the CMMS is set by a database administrator who accomplishes this via user groups. Each user of the system can fit into one or more user groups, thus insuring they have the rights to see only the pieces of data their position dictates. For example, personal data contained in our HR module is only viewable by our HR technicians and managers. Data generated by the Physical Plant cannot be viewed by the Telecommunications department and vice-versa. Employees are trained as to their level of access and what they can expect to see. Others wanting information that’s inaccessible to them must obtain permission from leadership. The department is also participating in an EPR project that will eventually include all departments. Certain pieces of FM data will be allowed to flow into a data warehouse so other members of the campus can use it as needed. At all points in the data entry process certain individuals, called data custodians, are responsible for entering specific kinds of data. For example, Master Equipment List information (MEL) can only be entered by one of two CMMS Data Management Specialists. HR information can only be entered by one of two HR Technicians and so forth. Various data entry reports are also run and reviewed to insure accuracy. Some of these reports, such as the Daily Work Order Closeout Review, are scrutinized by leadership to insure all coding and classifying work has been done accurately. Incorrect items are returned to the originator for feedback training and correction. Work Order data accuracy levels continuously hover in the high 80% to low 90% before corrections take place. This is what assures everyone that data contained in our CMMS as well as our benchmark and performance graphs is highly accurate.

4.4 An effective facilities inspection or audit program is in place that provides regular appraisal of facilities conditions, identifies maintenance and repair needs, and quantifies facilities maintenance resource requirements. The Nevada System of Higher Education (NSHE) has a contract with ISES Corporation to perform Facility Condition Assessments on all higher education campuses under their purview. This includes UNLV. It should also be noted that UNLV was doing condition assessments on their own using ISES for many years prior to NSHE getting involved. The data is used to understand replacement costs, campus valuation for insurance purposes, and facilities needs. Project lists from the survey are used in our needs reporting to the State and are prioritized for inclusion on Capital Improvement Program (CIP) submittals. Other inspection programs include our PM and PdM programs. These contain schedules for
equipment, structural, electrical, mechanical and life safety systems. We also maintain 20 year roofing and 25 year chiller plans that track warranties and alert us to when refurbishments and replacements are necessary. Issues discovered here also find their way into our CIP submittal. UNLV-FM is now leading an initiative to include meaningful Life Cycle Cost calculations for all new facility construction projects. These will play an instrumental role in building design, system, and finish specifications that perform as needed and help keep maintenance and repair costs as low as possible.

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. UNLV Facilities Management uses several data sources and reports to track and analyze expenditures within our organization. We use our CMMS system as the primary data entry point, from which we electronically batch export the information into the NSHE System financial software. Information is available for review in the Financial Data Warehouse, the TMA work order system and the iSD work request module. Additional information and analysis is managed via custom reporting using business intelligence reporting tools such as Crystal Reports, Microsoft Access, and web reporting. Reports are run weekly for review by the Administrative Services staff and exceptions are brought to the attention to supervisors for clarification or correction.

FM uses a 100% cost accounting approach breaking down expenditures into both macro and micro levels. Expenses are posted against a work order that contains trade, building, equipment tag, task, work order type, and funding source. Relational database reporting provides us the means to group expenses by any work order field. Since each transaction is recorded with a transaction date, reporting can be in a snapshot or trend analysis by any calendar frequency. Most reporting corresponds to the university fiscal periods with monthly posting accumulating into a fiscal year that begins on July 1 of each year. Budgets are allocated in a bi-annual process and allocated to FM at the beginning of each fiscal year. Facilities Management is responsible for managing the state allocation of $34.7 million dollars annually.

Our accounting structure was recently modified to simplify data entry. Rather than using multiple account numbers for expenses under facilities responsibly, we group all expenditures into five major classifications: Maintenance, Grounds, Custodial, Administrative, and Capital. Each account has a sub-account for each trade group within facilities that allows for tracking expenditures within the NSHE financial system. This system allows for tracking of expenses to the trade level and provides trending and forecasting of both current and future budgets.

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. UNLV has strategically placed utility meters that remotely report to a Live Power Demand computer application posted on our
website. This tracks cumulative numbers in kilowatts per hour, watts per sf and cost per hour per facility. This is a great way for anyone to see how power is being used and is a graphic reminder to everyone on the need to conserve. UNLV also employs the use of an Energy Management application that tracks consumption and collects data so it can be used in reports and graphs, helps justifies expenditures, can be used to forecast expenses, tracks demand expenses, and helps calculate savings and paybacks when various improvement projects are being planned. Information is routinely presented to the Senior VP of Finance and Business for planning purposes and as discussion points for his meetings. This information was also instrumental in UNLV being able to document utility cost savings since 2001 that led to the department winning the 2009 Cashman Award as well as be recognized for our efforts in turf reduction and being able to take advantage of energy saving rebate programs.

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. The campus has a central IT department that purchases, deploys and maintains standard business applications, e-mail software and network hardware. The FM department has its own IT specialist that purchases PC’s and peripheral equipment that is ideally suited to each purpose individual job requirements, purchases specialized software, maintains antivirus applications, develops custom applications, front ends, interfaces, and backend routines, and maintains the local server and its resident applications. A staff meeting is held twice per week to discuss our electronic needs, upgrades and any new programming or changes to existing programming that may be necessary among other topics. FM IT support also implements new maintenance releases and updates received from contracted application vendors, communicates problems and issues to them, and monitors progress until resolved. Finally, this individual writes custom reports, develops graphing tools, and develops and maintains the department’s web pages. This position stays abreast of all new technologies and programming languages while making suggestions on new ways to conduct business using the latest electronic tools.
5.0 Development and Management of Human Resources – 100 points

5.1 **Staff positions are properly classified and allocated in adequate numbers to meet the standards of the targeted level of service.** All positions have a position number as well as a state classification number as managed by State personnel. FTE’s are allocated to FM based on a funding formula that specifies 1 technician/custodial FTE for every 10,500 sf of maintained space and 1 grounds FTE for every 4.5 acres of maintained space. All FTE’s are funded at the lowest labor level. FTE’s are then converted to positions based on need. For example, it may take 2.5 FTE’s funded at the lowest labor level to fund 1 electrical technician FTE. Positions are managed by the department’s personnel technicians using a State database and various generated reports. Department leadership determines the type of FTE needed to meet targeted levels of service.

5.2 **Training programs provide for new employee orientation and technical skills enhancement for all staff.** Every new employee goes through a two-part orientation program before beginning work. The first part is general training whereby employees learn about rules, policies, and benefits. They are provided with right-to-know information, business guides and important phone numbers to get assistance with a variety of issues. The second part is department-specific and deals with FM policies, initial safety training, and other departmental requirements. From here, periodic safety training is conducted on a continuing basis whereby all mandatory topics are discussed per federal and state regulations as well as other non-mandatory topics as deemed necessary. Computer-based safety training is also made available. No matter the training option, the attendee must pass a questionnaire with an adequate score in order to have passed the session. Mandatory outside training is provided for recertification and to refresh ongoing skills. Outside non-mandatory training is encouraged to enhance skills and stay abreast of new products, services and techniques.

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.** All positions are clearly defined by the State of Nevada Position and Classification System. Each classified employee is presented with an Essential Functions statement during interviews, which they must sign and attest to. Once hired, they are provided with Work Performance Standards, which are prepared from the Essential Functions document. Professional employees are provided with a Position Description Questionnaire, which outlines the specific duties and functions of their position. Both the Work Performance Standards and Position Description Questionnaire are used in the annual Employee Evaluation. Both supervisors and employees can request reviews more often to insure expectations are being met. Newly-hired employees are escorted throughout the various areas of FM to meet other employees, learn about the other sections in the department and their roles, and understand the department’s role in the campus community. New hires are also brought to department staff meetings where they meet all department leadership and are
made aware of their roles. Finally, organization charts at all levels of the organization are readily available.

5.4 Safety policies and procedures have been established, written, and communicated to all staff. The UNLV Risk Management and Safety Department is our main source for published safety policies and procedures. All forms of safety including Occupational, Environmental, Radiological, Hazardous Materials, Fire and Life Safety are covered by RM&S. Periodic safety meetings cover all mandatory topics throughout the year as well as other topics of interest. A Computer-Based Training application (CBT) is also available for use that complies with all standards and documentation requirements. The RMS website contains links to Emergency Response Planning, Material Safety Data Sheets, Safety Bulletins, Various Forms for reporting and inspections, and a Safety Training Calendar. Discussion and printed materials are presented to new employees at their orientation program presented by Human Resources. The FM employee handbook also contains instruction related to the safety program, expectations of compliance with all safety policies and procedures, and the importance of reporting safety incidents. Risk Management and Safety continuously updates information on their website and is available to perform specialized training sessions as needed.

5.5 Accident records are maintained and used to reduce accidents and identify needs for special attention. Risk Management and Safety maintains all official safety records and uses this information to modify programs or training sessions to place special emphasis where needed. Should problems be detected that are directly related to how we perform work, FM will take steps to modify work processes to address the issue. If the problem has to do with hazardous conditions on our campus, FM will prioritize whatever work needs to be done in order to mitigate the hazard, remove it altogether, and keep it from happening again. Risk Management also uses this information to set risk levels for the campus that tie in directly with our insurance rates.

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. All employees are urged to attend classes to further their education and increase their job and promotional opportunities. UNLV allows employees to take classes for college credits for a greatly reduced rate. Employee development classes are also offered on-campus for free in most instances and off-campus usually for a nominal charge. The Classified Employee Council has a Development Fund that is used to reimburse employees for out-of-pocket expenses for such things as classes, training seminars, workshops, conferences, and certification programs to name a few. The employee simply need apply and provide proof of expense. Many staff members teach classes and lead sessions on topics such as Backflow Preventer training, Landscape Maintenance, and Work Management Operations. Supervisors and
leads train subordinate staff on their positions so they are qualified for promotion, especially as employees retire or leave the University.

5.7 Career development is supported through involvement in job-related and professional organizations, and opportunities to advance within the department. Many technicians belong to the Physical Plant Craft Association and UNLV has hosted this event in the past. Others belong to technical organizations having to do with various aspects of their work. Some of our Plumbers for example belong to American Backflow Prevention Association and routinely take classes and renew certifications through this organization. Many other staff members belong to APPA, the US Green Building Council and ASHRAE to name a few. Staff members have also taken a number of APPA supervisory courses and participated in training such as that for complying with the Clean Air Act. FM employees also perform training and lead educational sessions. Some Ground employees conduct pruning classes and other employees lead sessions on Work Management and Budget Administration. FM highly encourages advancement within the department and helps insure that staff members are well trained and qualified to accept advanced positions. In-house training is provided to help employees become qualified.

5.8 Work performance and attendance tracking measures are in place, are understood by staff members, and are used by supervisors to assess performance. Every perspective classified employee receives an Essential Functions document that they must agree with and sign before a job interview can take place. When a candidate is employed, a Work Performance Standards document is developed from the Essential Functions document. This becomes the basis for the Employee Appraisal and Development Report, which is their performance evaluation that they receive at least annually. The report lists several performance objectives the employee is evaluated against. Employees can be rated as Does Not Meet Standards, Meets Standards, or Exceeds Standards. Anyone rated as Does Not Meet Standards must be provided with a complete explanation as to why and must be evaluated again in 90 days. Such a rating can also lead to adjustments to the employees merit and longevity pay. Professional employees receive a Position Description Questionnaire prior to accepting a position, which describes the duties and responsibilities of the job. This document also becomes their performance review document, which is given to them at least annually. Professional employees can be rated Excellent, Commendable, Satisfactory and Unsatisfactory. Professional employees can be reviewed more often than a year on one or more specific areas of their evaluation regardless of the annual rating they received. Also figuring into the review is the Subordinate Evaluation done by select individuals supervised by the Professional employee. Reviewers are chosen randomly by the Senior VP of Finance and Business and answer questions in the areas of leadership, communication of goals and objectives, customer service, commitment to quality, strengths and suggestions for improvement. Both the Position Description Questionnaire and Subordinate Evaluation help determine whether or not the employee’s contract will be renewed the following
Employee attendance records are generated in several ways. First, a time clock system documents when employees clocked-in and out on a daily basis. Second, each employee completes a Daily Time Sheet that specifically shows the tasks they completed during their 8 hour day. This data is entered into the CMMS. Third, employees requiring overtime or premium to perform a task must complete forms for each request and route them to supervision for signature approval before beginning work. Exceptions are made during emergencies and call-out situations but the forms must be completed post-work. Forms eventually end up on the HR technician’s desk for data entry. Fourth, employees requiring leave must complete a Leave Request card indicating the type of leave needed, the affected days and the hours off per day. All information from items one through four are either electronically exported or manually entered into a custom Leave Manager application, which compiles the attendance profile for each employee into a centralized location. All information contained in Leave Manager can be viewed by employees and supervisors via a Leave Web application. Data contained in Leave Manager can be used to evaluate employees during reviews.

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). Every perspective classified employee receives an Essential Functions document that they must agree with and sign before a job interview can take place. When a candidate is employed, a Work Performance Standards document is developed from the Essential Functions document. This becomes the basis for the Employee Appraisal and Development Report, which is their performance evaluation that they receive at least annually. The report lists several performance objectives the employee is evaluated against. Professional employees receive a Position Description Questionnaire prior to accepting a position, which describes the duties and responsibilities of the job. This document also becomes their performance review document, which is given to them at least annually. Also figuring into the review is the Subordinate Evaluation done by select individuals supervised by the Professional employee. Reviewers are chosen randomly by the Senior VP of Finance and Business and answer questions in the areas of leadership, communication of goals and objectives, customer service, commitment to quality, strengths and suggestions for improvement. Both the Position Description Questionnaire and Subordinate Evaluation help determine whether or not the employee’s contract will be renewed the following year as well as what merit pay, if any, they will receive.

5.10 Employee recognition programs are in place for individuals and groups (may include community service). The University runs an employee recognition program that solicits nominations across the campus in select job categories. Award winners are announced monthly via e-mail and are featured in the campus publication Inside UNLV. The Office of the President receives nominations for
the Classified Staff Council Employee of the Year and Rookie of the Year awards. The Classified Staff Council awards a first, second and third place and holds an elaborate luncheon for all classified staff and professional supervisors where the awards are presented by members of the President’s Cabinet. The Administrative Faculty Committee awards the President’s Professional Staff Employee of the Year award from nomination submitted by the campus community. The award is made during a private ceremony and notice is made to the campus both on e-mail and in the Inside UNLV Publication. The FM Department makes a monthly Employee of the Month award in both maintenance and custodial categories. The award winners are selected by a classified peer committee and winners are presented with a plaque and watch during a monthly employee gathering. The twelve monthly winners are then evaluated by the committee to select an Employee of the Year. The award is made at the annual department safety meeting run by the Risk Management and Safety Department each December and consists of a plaque and personal gift. The FM Executive Director holds an appreciation barbeque twice per year to honor FM employees and outside department guests, past and present, for their contributions. FM employees have also been recognized by campus, local and trade organizations for the outstanding work in areas such as recycling, landscape design and maintenance, intra-campus support, water conservation, and energy savings to name a few.

5.11 Processes are in place to determine the effectiveness of recruitment and retention programs and to identify areas for improvement. HR does lots of work in this area for the entire campus and has a program whereby they perform internal and external wage analyses to insure comparable salaries, benefits and working conditions are being offered by UNLV. FM works very closely with them on this where its staff is concerned. Being located in a dynamic area of the country, FM is constantly competing for the best qualified employees with housing, the hotel/casinos, and other commercial developments. Wages are the biggest issue where State wages fall far behind what construction wages are paying. Despite having a great benefits program, the University finds itself continuing to fall behind in being able to recruit the best and brightest. HR continues to work with State leaders to address this situation as the budget will allow. Unfortunately, worsening economic conditions have meant cuts to budgets, reductions in force, furloughs, freezing of merit, COLA and wage increases, and employee contribution increases to such things as benefits and parking fees to name a few. HR also conducts extensive testing of applicants and compiles statistics that are used to identify trends, general qualifications of the populace, and modify test questions and application requirements as needed. FM stays abreast of industry trends via trade publications that indicate how the state of facilities relates directly to student retention and decisions on which universities they attend. Student retention rates are tracked intensively by the UNLV Institutional and Analysis Planning section. This information is used by all segments of the campus to identify areas where improvement is needed.
6.0 Process Management – 100 points

6.1 Processes are in place to ensure that departmental facilities and equipment are adequate for the provision of effective and efficient services. Much of this starts at the design phase of new facilities or additions to and remodels of existing facilities. During planning and design review, all FM leadership and trade supervision are involved to insure standards are being adhered to, systems and equipment are adequate to properly service the facility, and maintenance can be performed in a reasonable and cost effective manner. This includes the need for any special equipment, tools, vehicles, space, and training necessary to achieve these goals. FM leadership also does a review of our needs at least annually so that acquisitions can be requested in budget line items of various funding sources. Often the Senior VP of Finance and Business alerts us to extra funds that can be used for this purpose. FM Leadership maintains a list of items that can be submitted anytime such funding calls are made.

6.2 An effective work management system is in place to identify, report, correct, and document substandard conditions and maintenance requirements. UNLV FM is recognized as one of the leaders in work management operations. Our counsel is sought by universities, school districts, government entities and business concerns many times each year. UNLV FM is also called upon to lead work management seminars, contribute to trade publications, and consult on State policy changes on a regular basis. The heart of the work management effort is process and procedure documents that guide how work is documented and coded in the system. This affects how historical data is recalled as well as the results generated on monthly benchmark and performance graphs. All work, whether entered directly or imported from other applications, resides in a state of the art Computerized Maintenance Management System (CMMS). FM also strives to enter data only one time whenever possible. Work is documented in the form of work orders to address maintenance issues, customer requests, custodial services, recycling efforts and predictive/preventive maintenance tasks. Purchase orders are used to document part and material procurement efforts, stock on-site warehouses, and control inventories. Sales orders are used to document part and material sales to other areas within FM or campus entities outside of FM. They’re also used to document credit card purchases. A dedicated Help Desk staff processes all requests for work and documents labor hours on all work orders. An Administrative Services staff documents all warehouse and purchasing activities as well as manages all vehicle maintenance work, performs billing functions and processes transactional uploads to our financial package. This group also contains a dedicated HR staff that maintains our Leave Manager application, the time clock system, prepares payroll, maintains employee HR records, and manages position assignments and recruitment. Finally, an dedicated IT position manages the CMMS database as well as other ancillary databases, installs new releases and maintenance updates, writes custom applications and interfaces, maintains our web pages and web-based work request system, and performs data manipulation in preparation for report generation and upload to other systems. Hundreds of
custom reports have been created to extract information in a variety of ways and are available to all FM employees. Such information is used to determine root causes of recurring issues, prove compliance with regulatory and policy issues, report costs, view statistical profiles of organizational performance, and support decision-making.

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. The FM Responsibilities Policy establishes the kinds of work performed by Facilities Management and identifies the entity responsible for financing the work. This becomes the authorizing department or agency. Such requests are scrutinized by Help Desk staff members that process the work accordingly. Help Desk staff members have been trained to recognize work not done by FM, work that is considered non-routine, or work that is sensitive in some nature and may require further consideration by leadership. Trade shops are divided into specific work jurisdictions and skill sets, which are staffed based on historical data and work load expectations for each shop. Help Desk staff members are trained on how to assign the correct trade on a work request based on the type of work needed as described by the requester. The request is then automatically routed in the CMMS to the scheduling in-box of the trade. Trade leads or foremen are responsible for assigning or scheduling each work request to the appropriate technician based on the skills and certifications needed to perform the work and the existing backlog previously assigned to the individual. There are times when workloads of a particular shop may become overloaded. Leadership then has options to shift labor resources from one shop to another when practical or solicit help from outside vendors.

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 PM program at UNLV is considered to be a living, breathing program in that it is constantly being evaluated and modified to match existing needs. A dedicated Data Management team is responsible for administrating and operating the program using our CMMS. Proper administration starts with an accurate Master Equipment list, which is periodically reviewed and updated anytime new facilities come on-line, equipment is replaced or retired, and as errors are discovered. The second part of the process involves developing proper PM tasks and frequencies. Data Management staff members work very closely with trade staff to make tasks and frequencies as viable as possible. Other resources such as R.S. Means, owner’s manuals, and established industry standards are also used. A load leveling matrix has also been developed for each shop to help schedule PM’s and insure work is generated at optimal times of the year and that technicians are not overloaded with PM work hours in any particular week. This provides the best possible chance for PM work to be completed and not be superseded by competing priorities. PM’s are generated twice per month and are automatically routed to the electronic scheduling in-boxes of all trades. Reports are generated so that trades and warehouse staff
know in advance what’s coming and can prepare accordingly. Data Management staff members are also responsible for closing PM work orders, thus insuring all pertinent information is captured completely and accurately. Data Management staff also generate aging reports for trade shops showing PM’s that are coming due for completion, which help them manage their PM priorities accordingly. PM’s that slip passed their completion due dates are classified as “missed” and must be turned back into Data Management with an explanation of why they were missed. FM recognizes there are many valid reasons for missing a PM but takes steps to insure PM’s are never neglected. So Data Management staff members take missed PM’s into consideration when the next cycle of PM’s are being generated. FM has two rules regarding PM’s…never miss an annual PM and never miss the same PM on the same piece of equipment in consecutive cycles. Data Management staff generates a report that is distributed to trade foremen that shows the PM’s that were missed during the previous cycle. This insures that equipment and systems can never go more than one cycle without being serviced. FM also recognizes the importance of a good Predictive Maintenance (PdM) program and instituted one a few years ago. This program seeks to perform tasks such as vibration analysis, infrared thermography and oil analysis to predict failure before it occurs. Results of Predictive Maintenance analysis can then be used to help determine Preventive Maintenance tasks and frequencies. When done correctly, the PdM program should drive the PM program. Because PdM analysis equipment is expensive, it has taken time for the department to progress the PdM program to adequate levels but it remains a goal of the department to so as budgets allow.

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. Two estimating systems are used in Facilities Management. This first is a highly detailed estimating process used exclusively by Planning and Construction. This process is used on all construction, renovations, and remodels and is used to determine funding request amounts presented to the State and other funding sources. P&C Project Managers usually prepare the estimates, charges for them, and bills for these costs as part of the project. Such estimates utilize a custom form developed for this purpose. FM uses a simplified estimating process strictly for alteration and non-maintenance service work requested by customers. The FM estimating process is less detailed and provides customers with a reasonable expectation of what it will cost to perform a job. This gives customers a figure they can present to their budget authorities for approval. FM does not charge for their estimates but tracks the request and amount of hours and other resources that went into preparing the estimate. Shop foremen and FM Project Coordinators are the ones who usually prepare these estimates. The estimate is built using a custom form that includes approved chargeback trade rates as set by the UNLV rate committee. In both P&C and FM, estimates are adhered to as closely as possible for the duration of the job or project. If it looks as though a job or project may go over the estimate, work is stopped and appropriate action is taken
to inform the customer or budget authority to apprise them of the situation and come to an agreement on how to proceed. Either the job is scaled back to meet the original estimate or the job is re-estimated, presented to the customer, and additional funds are approved. Reasons for why the work exceeded the estimate are taken into account for future estimates.

6.6 Design guidelines that incorporate such elements as energy consumption, operating costs, environmental concerns, maintainability, sustainability, and safety have been prepared, updated, and are utilized. The UNLV Planning and Construction Standards Manual was developed for just this purpose. The manual is maintained by the Planning and Construction Department and is updated a minimum of every six months. Contributors to the manual include Project Managers and Coordinators, Architects, Engineers, Design Specialists, Trade Foremen, and FM Leadership. All contributors can make changes to the manual at anytime. Standards are provided to all outside A&E firms, contractors and vendors hired by the University whose work is subject to the specifications contained in the manual. Prints and drawings at various stages of the project are reviewed by FM staff and judged against adherence to the standards. Comments and feedback are provided when non-conformances are detected. Adherence to the provisions contained in this manual are critical to insure construction and maintenance dollars are spent as wisely as possible and to keep life cycle costs as reasonable as possible.

6.7 The delegation of budgetary responsibilities for management of sub-units of the budget is effective in controlling expenditures. Facilities Management still works on a centralized budget management system. Directors and assistant directors manage funds allocated to the department rather than management at the trade level. Although the management of funds is centralized, general yearly expenditures are maintained at a level consistent with past fiscal years. Key personnel within the FM organization have been tasked with the ability to purchase materials required for maintenance. Purchases are controlled via daily and monthly limits that are tailored to the responsibility level of the individual. Daily routine purchases are not approved by management in advance, rather general direction is given on the monthly expenditure limits. Non routine expenditures are authorized by management before the expense is transacted. This is a necessity due to the fact that facilities has always been underfunded for routine maintenance and our deferred maintenance backlog grows each fiscal year. Account budgets are established for each project completed by facilities. Expenditures are controlled by the project manager and tracked within our work order system. Contingency amounts are authorized upon the creation of the project and are used at the discretion of the project manager. However, updates are provided to supervisors when contingency funds are used. During the third and fourth quarter of each fiscal year, expenditures and budget balances are tracked with increased scrutiny. Our budget comes from the state with a "use it or loose it" provision, so Facilities Management must be vigilant to insure every dollar allocated to us is spent by the end of each fiscal year on maintenance tasks.
If surplus funds become available in one area of responsibility and are needed in another, steps are taken to transfer the funding to that area. The decision on how to use the surplus funds is made by management and is based on overall need and best use for sustaining the mission of the campus.
7.0 Performance Results – 250 points

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. UNLV has done much to transform itself from a sleepy liberal arts college to a research intensive university that plays a vital role in serving Southern Nevada. The University prides itself in being a good neighbor and is taking a leadership role in dealing with today’s issues. One of those issues is drought. FM has converted more than 855,000 square feet of turf to water smart landscaping since 2001, a savings of more than 45 million gallons of water each year. Turf reduction efforts are ongoing and the University takes advantage of rebates from the Las Vegas Valley Water District that almost completely offset the cost of the conversion. The new landscapes fit the surrounding area, create a major cost savings, reduce our carbon footprint due to reduced energy usage, show leadership in the community, and have won two landscape awards from the Southern Nevada Water Authority. UNLV Grounds have also been featured in trade publications. Another issue is reducing utility usage. Since 2001, UNLV has reduced electricity and natural gas use by 38% per square foot and reduced water use by 45% per square foot. As a result, the University avoided $11 million dollars in cost despite the addition of more than 1.5 million square feet in new construction during this time. The department was also recognized for maintaining the university's xeric demonstration garden and for the Rebel Recycling Program — both models of sustainability for the community. In 2008, UNLV recycled more than 697 tons of material — an average of 2.8 tons per workday. These efforts resulted in the department winning the 2009 Cashman Good Government Award, the highest honor a public employee or program can receive in Nevada. All of these efforts were accomplished with strong consideration paid to the aesthetics of our facilities and grounds. FM understands the important role our facilities play in the education process, especially in attracting and retaining students and instructors. Despite difficult economic times, UNLV has managed to stretch its budget dollars through innovative thinking, increasing efficiencies, and a heightened awareness regarding the consequences of our actions. This leaves more available funds that can be used for activities such as painting, re-roofing, flooring, lighting, addressing restrooms and other common spaces, and keeping landscapes and hardscapes fresh, functional and pleasing to the eye. FM also submits biennial Capital Improvement requests based on Condition Assessment Surveys, PM inspections, and technician findings to address facility issues. Project lists are always at the ready anytime new funds become available from other sources. Such lists are prioritized and ranked using Nevada System of Higher Education guidelines to insure projects are funded by their correct order of magnitude. UNLV takes great pride in their facilities and our customer surveys indicate that we are on the right track in creating an optimal environment for education and our employees to thrive.

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 FM Responsibilities Policy reflects what State budget dollars are meant to maintain as well as specifies budget responsibilities for non-FM issues. Included in the policy is a custodial matrix that lists the frequency of all major tasks performed. These standards lay the groundwork for how our facilities will be maintained and take into account the image, mission and programs of the University. They also help foster a campus belief that everyone on campus has a shared responsibility for the condition and cleanliness of all facilities. Unfortunately, policies like this cannot consider everything and gray areas do exist. So leadership frequently meets with Deans and Department Heads to hear their concerns, gauge what’s in store for the future, and work with them to meet their expectations. These discussions have lead to modified tasks and work processes to address specific concerns where warranted. FM is also in constant contact with the campus community, especially as budgets tighten and meeting expectations becomes more difficult. One example of this is the custodial services we provide to the campus. Recent budget cuts meant a reduction in custodial staff and a corresponding change in our cleaning policies. FM communicated this to the campus and solicited everyone’s cooperation. Office cleaning frequencies were reduced and large trash cans were put in common areas where individual offices can empty their own trash in-between office cleanings. This streamlines the custodial effort, allows fewer people to address a larger amount of square feet, and focuses cleaning efforts on classrooms, restrooms and other public places. The temporary policy is working well and desired cleanliness levels are able to be maintained. FM continues to be as proactive and service-oriented as possible while keeping the University’s best interests at the forefront of everything we do each and every day.

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. This process starts whenever a new facility, addition, or remodel is undertaken. UNLV has a comprehensive standards manual that architects and builders must adhere to. Engineers, Project Coordinators, Shop Foremen and FM leadership participate in plan and drawing reviews to insure standards are being met and structures, equipment, hardware, finishes, piping and wiring being considered are appropriate and able to be maintained in a cost effective manner. Inspections and commissioning is done to insure contractors delivered in accordance with the plans. Punch lists are made and warranty items addressed prior to occupancy and expiration of warranties as appropriate. FM also insures that facility systems are reporting to the environmental management system, Police Services control boards, fire, alarm and phone monitoring systems. FM makes sure our technicians have all the tools, equipment and training necessary to maintain all facilities and infrastructure. Only FM trades or authorized vendors are allowed to perform work on campus. FM provides assistance with access, call before you dig services, and knowledge-based expertise. Work Management plays their part by generating reports and lists as needed. FM Engineers do routine analyses of all electrical and mechanical systems to resolve problems, increase efficiencies, and improve reliability and up-
time whenever possible. The PM and PdM programs are a key element of our efforts and a tremendous amount of emphasis on these programs is communicated to technicians and staff members. These programs are continually evolving and help predict failures, increase reliability by optimizing performance, and extend useful life. They also help us determine end of useful life well in advance so planning and budgeting can take place and an orderly and timely replacement can be accomplished. Finally, there the PM of Facilities Management. The best processes and procedures in the world amount to just paper and ink unless a dedicated staff brings them to life. These individuals take great pride in their work and in the well-being of the University. Their eyes and ears out in the field usually find problems before our customers do, get the job done right the first time, and are excellent representatives of our institution. All participate in some form or another in Rebel Connection, a back to school welcome program for new students, and are helpful to anyone asking for directions or information. We are proud of our staff and their desire to contribute as much as possible to the success of the institutions missions and programs.

7.4 Funding resources are effectively used and are adequate to support a level of maintenance that prevents the deferral of major maintenance and repair. As mentioned earlier in this document, FM does a remarkable job of stretching their dollars to the limit. We take advantage of free training, use rebate monies to convert turf to water smart landscaping, and use innovative thinking to make heating, cooling and electrical systems more efficient. Dollars received from the State of Nevada are based on a formula that needs to be revisited and updated. For example, FM receives .90 per sf to do core maintenance work as identified in the FM Responsibilities Policy. This rate is used to fund all State-supported square footage and doesn’t take into account different types of facilities, varying facility purposes, and raising costs. The .90 per square foot applies equally to a warehouse facility as it does to our Science and Engineering facility, equally to an office space as it does to a laboratory, and doesn’t adjust for increasing costs in materials, utilities and service contracts. FM leadership continues to lobby for reforms and our voices are being heard. Board of Regents members and legislative leaders will need to consider options and make necessary changes. However, although the goals of the funding formula may change, it can still only be funded at a level consistent with the State’s revenues. Economic conditions will continue to drive our budget as will the cost of adherence to regulations and policies. Our operating budget is simply not enough to keep us from accruing a backlog of deferred maintenance and repair items. Many of these can be addressed via Capital Improvement Program submittals. There are various types of CIP dollars that are made available to us each year depending on the scope of the project and it cost. However, these funds are also subject to economic conditions as most of these funds are supported by sales and gaming tax revenues generated by the State. Even so, the rate that our deferred backlog increases unfortunately outpaces the amount of money the State is able to reinvest. Again, Board of Regents members and State Legislators are aware of the problem and are
looking at ways to address it, but any solutions will most likely be tied to the State’s economic performance.

7.5 Staff is highly motivated and productive, taking pride in the accomplishment of their duties. Statistics reveal that staff wrench time rates in FY09 ranged between 90% and 65% depending on the trade. True productivity calculations put us between 45% and 65%. This takes into account all holidays, available leave, and other non-wrench time. Customer surveys are very favorable, indicating customers approve of the work we do and the direction we’ve taken to improve facilities and services. FM is a frequent winner in the various campus-wide employee recognition programs and the FM recognition programs generate a high level of enthusiasm as well as being highly competitive. Staff members continue to win awards and their work is honored in trade publications and lauded by community partners. Turnover is low and applications have never been higher. For an open Warehouse Technician position lone, nearly 550 applications were received and processed. While much of this has to do with the state of the current job market, another large factor is the desirability and attractiveness of working at UNLV. And within UNLV, many FM positions are loaded with internal applications from across all campus departments, a string indication that we have created a great place to work. Our Executive Director fosters an environment of teamwork where people care about one another and help each other every chance they get. Barbeques and multi-purpose gatherings are designed to communicate issues, praise good works and develop strong fellowship bonds. His example filters down to his direct reports, which filters down through all other levels of the organization and to individuals. All of this result in a department that has accomplished much, takes pride in our success, and looks forward to the challenges of the future. Everyone wins in such a scenario, which has resulted in a beautiful campus maintained by extraordinary people who are dedicated to the missions and goals of the University.

7.6 Customer satisfaction measures ensure that the levels of service are consistent with customer needs and requirements within the facilities department’s capability. Questions listed on our survey were carefully selected and worded to only measure things FM has complete control over. Recently, APPA asked us for a list of our questions because they felt they were appropriate and solicited useful information. In addition to providing a number rating on our performance, customers can also address comments to FM that alert us to issues or areas where their expectations have not been met. These comments are analyzed and determinations are made as to whether or not they pertain to an area where we have ultimate control. FM then takes actions in some form. First, we must determine if an issue even exists. Often times, customer expectations don’t match what they write in their comments. Second, either FM resolves the issue or forwards it to a department that can. Third, we can choose to add the criteria to future surveys if we feel its worthy of measuring. Quite often, issues are one-time occurrences and don’t merit being included on the survey. Fourth, we can meet with the customer to reinforce what our capabilities are, come to an agreement on
expectations, or try to determine alternate ways in which expectations can be met. Sometimes such issues can be resolved at a very low issue and sometimes decisions they must be resolved at the cabinet level. In some cases, we may have to increase our capabilities to accommodate the concern and prevent it from being a problem in the future. Whatever actions are decided upon, an issue completes a full-circle evaluation and resolution process and is handled in an appropriate manner.

7.7 Managers and supervisors stay in touch with the needs of the education enterprise. This starts with the Senior VP of Finance and Business, who attends a variety of high level meetings. Much of the information he gains filters down to the Executive Director of FM and his direct reports. Many of these are action items and many are information-only items. Even the information-only items can often shape plans, work schedules, and job priorities in FM and often afford us time to prepare for what’s coming. FM leadership attends weekly staff meetings where campus needs are discussed, plans of action are formulated, and progress is updated. These same individuals also attend meeting called by other departments for a variety of reasons that pertain to the education enterprise. Some examples are Council of Deans presentations, Space Management participation, and Data Governance Council to name a few. FM leadership also attends periodic Facility Officer Meetings whereby the needs of the Board of Regents and Nevada System of Higher Education are discussed. Often, changes to policies and State regulations come from the contributions made by this group. As mentioned earlier, the Executive Director and his team visit Deans and Department Heads at least annually to discuss issues related to their missions, the facilities they occupy, and the services rendered by FM. They also participate in annual campus lighting walks to insure the safety needs of the campus are being met, especially for students and instructors involved in evening classes and research. The Director of Administrative Services participates weekly in discussions and on action items directly related to how the University conducts its financial affairs and any changes necessary to properly document the financial activities of the enterprise. Recently changes were made as to how the Travel Department documents air travel so mileage information can be included in Carbon Footprint calculations. Changes were also made in the manner FM performs general ledger posts and billing so costs can be captured more completely and invoicing more frequently. This process is being monitored by the Controller’s Office and may ultimately serve as a model that can be used in other departments. Various other supervisory and non-supervisory staff members participate on a variety of committees, councils and boards to further the mission of the University and the education enterprise.
8.0 Other Considerations – points as appropriate

◊ FM compiles and publishes an annual Planning and Budget Information Book, also known as a Fact Book. The book is a summary of our efforts over the past year and shows trends from as far back as five years where such information is available. All sections that report to the Senior Vice President of Finance and Business compile a Fact Book, which is used by the Senior VP in a variety of ways.

◊ The UNLV Facilities Management Department won the 2009 Cashman Good Government Award. The award recognizes Nevada government employees or entire departments that show innovation or extra initiative in running programs efficiently. FM was selected from a pool of 3 worthy finalists and was recognized for efforts under the category of Sustainability. Namely, the focus was on the department’s recycling efforts as well as steps taken to avoid nearly $11 million dollars in utility costs since 2001. The award presentation was made in Carson City the evening of February 25 during a lavish reception and dinner party that was attended by Governor Gibbons, most members of the Nevada Legislature, members of the SAGE commission, and other dignitaries and guests. Supporting graphs and other information can be found in the Planning and Budget Information Book.

◊ FM continues to take advantage of the opportunities afforded by current and emerging technologies to enhance, streamline and improve the quality of the many work processes that govern our operation. We also look for ways to save paper where practical and provide customers easier access to services and information while reducing or eliminating the need for employee assistance. A list of our electronic commerce activities can be view in the Planning and Budget Information Book.

◊ FM manages their resources as closely as possible and takes advantage of rebates, cost avoidance opportunities and shifting of labor to insure priority issues are being met. This has become especially important in the current economic downturn, which has reduced operating budgets. A Resource Reallocation matrix summarizes our efforts and can be found in the Planning and Budget Information Book.

◊ FM is proud of our efforts to maintain a diverse workforce. Working with HR, the department is committed to maintaining a balance between male and female employees representing a variety of race, creed, color, ethnicity and religious beliefs. We also pride ourselves in providing an environment where all employees can succeed and achieve their career goals, as well as demonstrate good hiring practices where qualification, experience, and good work habits are highly valued assets. A summary of our diversity efforts is available in the Planning and Budget Information Book.
◇ FM is always looking to move forward and progress with our efforts to make UNLV the best it can be. Goals and objectives are set each year and progress on them is documented and monitored through to completion. A summary of past and present Goals and Objectives is available in the Planning and Budget Information Book.

◇ FM and the Senior VP for Finance and Business have developed a number of Facilities-related issues that are monitored due to their impacts on short-term and long-term planning and forecasting. A list of these Facilities-Related issues is available in the Planning and Budget Information Book.

◇ The Grounds section has been featured in trade publication articles for their water smart landscape designs and won two awards in 2009 presented by the Southern Nevada Water Authority.

◇ In 2009, FM was awarded $104,000 in rebates by NV Energy through their Sure Bet program, which rewards entities for their energy saving activities.

◇ FM racked up $1.1 million dollars in energy cost avoidance in 2008 and $148,500 in water cost avoidance due to conservation efforts. These are reported in the 2009 Planning and Budget Information Book.
LIST OF SUPPORTING MATERIALS
FOR EACH OF THE IDENTIFIED CRITERIA

1. **Leadership (150 points)**
   - Planning and Budget Information Book - FM Functional Org Chart chapter
   - Planning and Budget Information Book - FM Program Overview chapter
   - FM Employee Standard Operating Procedures Handbook
   - HR Orientation Process - http://hr.unlv.edu/StaffDevelopment/AAOrientation.pdf
   - Building Proctor Program - http://facilities.unlv.edu/proctor
   - FM Employee of the Month form
   - Employee Work Performance Standards form
   - Planning and Budget Information Book - Data Trends and Performance Measures chapters
   - APPA Annual Core Data Survey – http://www.appa.org
   - Departmental Budget documents
   - Facilities Applications - http://apps.facilities.unlv.edu
   - Physical Plant Craft Association (5319 S 15th Way, Phoenix, AZ. 85040-3275)

2. **Strategic and Operational Planning (150 points)**
   - Focus 50 to100, UNLV’s Strategic Plan - http://planning.unlv.edu
   - Planning and Budget Information Book – FM CY08 Goals/Priorities/Objectives Update and FM CY09 Goals/Priorities/Objectives chapters
   - Planning and Budget Information Book – Survey Data and Use chapter
   - Work Request Survey - http://iservicedesk.unlv.edu:81
   - Building Proctor Program - http://facilities.unlv.edu/proctor
   - APPA Annual Core Data Survey – http://www.appa.org
   - State of Nevada Funding Formula manual
   - Planning and Budget Information Book – FM Resource Reallocation and FM Update on Landscape/Turf Reductions Priorities & Paybacks chapters
   - FM Turf Reduction Planning Map
   - Facilities Applications - http://apps.facilities.unlv.edu
   - Efficiency and Effectiveness Report
   - Nevada System of Higher Education - Allocation of Funds Procedures for CIP-U
   - UNLV Campus Master Plan - http://masterplan.unlv.edu/index.htm
   - State of Nevada Public Works Board - http://spwb.state.nv.us
   - TMA CMMS System
• Warehouse Process Docs
• State of Nevada Personnel HRMS System
• Risk Management and Safety Emergency Response Planning
  http://rms.unlv.edu/emergency/emergency.php

3. Customer Focus (150 points)
• Focus 50 to 100, UNLV’s Strategic Plan - http://planning.unlv.edu
• Building Proctor Program - http://facilities.unlv.edu/proctor
• Annual Campus Lighting Walk Notes
• FM Survey - http://apps.facilities.unlv.edu/SmallApps/Surveys/FM
• FM Survey Results -
  http://apps.facilities.unlv.edu/SmallApps/Surveys/FM/results.aspx
• Work Request Survey - http://iservicedesk.unlv.edu:81
• Facilities Web Page - http://facilities.unlv.edu
• Business Operations Guide - http://facilities.unlv.edu
• Facilities Maintenance Responsibilities Policy - http://facilities.unlv.edu
• Classified Staff Council Awards - http://www.unlv.edu/committees/csc

4. Information and Analysis (100 points)
• APPA Annual Core Data Survey – http://www.appa.org
• Warehouse Process Docs
• Planning and Budget Information Book – FM CY08 Goals/Priorities/Objectives
  Update and FM CY09 Goals/Priorities/Objectives chapters
• FM Survey - http://apps.facilities.unlv.edu/SmallApps/Surveys/FM
• FM Survey Results -
  http://apps.facilities.unlv.edu/SmallApps/Surveys/FM/results.aspx
• Planning and Budget Information Book - Data Trends and Performance Measures
  chapters
• Live Power Demand Feed - http://energy.unlv.edu
• Honeywell Environmental Controls System
• Rebel Recycling Program - http://facilities.unlv.edu/recycling
• 2009 Cashman Award - http://impacts.unlv.edu/2009/marFacilities.html,
  http://www.lvrj.com/blogs/business/Taxpayer_advocacy_group_hands_out_Cashman__Good_Government_Awards.html,
• TMA CMMS
• UNLV Data Governance Committee - https://ir.unlv.edu/IAP/DataGov.aspx
• Planning and Budget Information Book - FM Functional Org Chart chapter
• MS Access – Daily Work Order Closeout Review
• Help Desk Monthly Work Order Closeout Review Statistical Matrix
• ISES Corporation – http://www.isescorp.com
• Nevada System of Higher Education - Facility Condition Needs and Life Cycle
  Procedure
• Nevada System of Higher Education - Allocation of Funds Procedures for CIP-U
• Data Management Section - TMA PM/PdM Program
• FM 20 Year Roofing Plan
• FM 25 Year Chiller Plan
• FM Turf Reduction Planning Map
• FASER Energy Management System
• UNLV Office of Information Technology - http://oit.unlv.edu
• Facilities Applications - http://apps.facilities.unlv.edu
• FM Requests Graph Utility - http://apps.facilities.unlv.edu/SmallApps/requests/Default.aspx
• FM Budget Expenditures Utility - http://apps.facilities.unlv.edu/SmallApps/Budget

5. Development and Management of Human Resources (100 points)
• State of Nevada Personnel HRMS System
• State of Nevada Funding Formula manual
• HR Orientation Process - http://hr.unlv.edu/StaffDevelopment/AAOrientation.pdf
• Risk Management and Safety - http://rms.unlv.edu
• HR Essential Functions Document, HRC-4004 - http://hr.unlv.edu/forms
• HR Position Description Questionnaire, HRD-5002 - http://hr.unlv.edu/forms
• HR Work Performance Standards, NPD-14 - http://hr.unlv.edu/forms
• HR Performance Evaluation, NPD-15 - http://hr.unlv.edu/forms
• Planning and Budget Information Book - FM Functional Org Chart chapter
• FM Employee Standard Operating Procedures Handbook
• HR Benefits Orientation – Grant-in-Aid Program - http://hr.unlv.edu/Benefits/VR%20Orientation/Class%2020VR%20web%20pg.html
• Classified Staff Development Fund - http://www.unlv.edu/committees/csc
• HVACR Open Position, HVACR Technician II with Apprenticeship Rquirement - http://hr.unlv.edu/ Employment_Svcs/Announcements%20New%20Format/HVACR%20Specialist%20II_Fac%20Maint_10088.pdf
• Physical Plant Craft Association (5319 S 15th Way, Phoenix, AZ. 85040-3275)
• American Backflow Prevention Association - http://abpa.org
• United States Green Building Council - http://www.usgbc.org
• American Society of Heating, Air Conditioning and Refrigeration Engineers (ASHRAE) - http://www.ashrae.org
• APPA Institutes, Academy’s and Supervisor’s Toolkits – http://www.appa.org
• ESS Clean Air Act Compliance - http://www.ess-home.com/products/compliance-suite
• UNLV TMA Classes
• Senior VP for Finance and Business Annual Subordinate Evaluation
• Time Clock Plus System
• FM Daily Time Sheet
• Overtime/Comp Time Request form
• Leave Card
• Leave Manager Application - http://apps.facilities.unlv.edu
• Leave Web Application - http://apps.facilities.unlv.edu
• Formal and Informal Employee Assessments
• Warehouse Process Docs
• Classified Staff Council Awards - http://www.unlv.edu/committees/csc
• Administrative Faculty Committee Awards - http://prostaff.unlv.edu/documents/Pro%20Staff%20Award%20Forms.pdf
• Inside UNLV Publication - http://inside.unlv.edu
• FM Employee of the Month - http://facilities.unlv.edu
• HR Internal/External Wage Analysis - http://faculty.unlv.edu/alder/MComp.ppt
• HR Furlough Information - http://hr.unlv.edu

6. **Process Management (100 points)**
• Planning and Construction Dept. - http://facilities.unlv.edu/plancon
• CIP Project List
• WCD-01 Work Order Process Flowchart
• WCD-02 Facility Condition Needs Management Flowchart
• WCD-03 Job Estimating Process Flowchart
• WCD-04 Project Development and Administration Flowchart
• WCP-01 Mission Statement
• WCP-02 Work Processing and Control
• WCP-03 Estimates
• WCP-04 Project Development and Admin
• WCP-05 Classifications and Codes
• WCP-06 Equipment Criticality
• Work Control Desktop Resource
• TMA CMMS
• Time Clock Plus System
• Leave Manager Application - http://apps.facilities.unlv.edu
• Facilities Applications - http://apps.facilities.unlv.edu
• UNLV Web-Based Work Request System - http://iservicedesk.unlv.edu:81
• Facilities Maintenance Responsibilities Policy - http://facilities.unlv.edu
• Planning and Budget Information Book - FM Functional Org Chart chapter
• PM/PdM Program
• PM Load Leveling Matrix
• PM Forecast Report
• Missed PM Report
• Planning and Construction Estimates - http://facilities.unlv.edu/plancon/estimate.html
• Planning and Construction Estimating Form
• FM Estimating Form
• Planning and Construction Plans Review Comment Form

7. Performance Results (250 points)
• Planning and Budget Information Book - Data Trends and Performance Measures chapters
• Planning and Budget Information Book – FM Resource Reallocation and FM Update on Landscape/Turf Reductions Priorities & Paybacks chapters
• FM Turf Reduction Planning Map
• Rebel Recycling Program - http://facilities.unlv.edu/recycling
• Nevada System of Higher Education - Facility Condition Needs and Life Cycle Procedure
• Nevada System of Higher Education - Allocation of Funds Procedures for CIP-U
• TMA CMMS
• Facilities Maintenance Responsibilities Policy - http://facilities.unlv.edu
• Planning and Construction Dept. - http://facilities.unlv.edu/plancon
• PM/PdM Program
• Rebel Connection - http://rebelconnection.unlv.edu
• State of Nevada Funding Formula manual
• Condition Assessment Survey Executive Summary
• FM Survey - http://apps.facilities.unlv.edu/SmallApps/Surveys/FM
• FM Survey Results - http://apps.facilities.unlv.edu/SmallApps/Surveys/FM/results.aspx
• UNLV Data Governance Committee - https://ir.unlv.edu/IAP/DataGov.aspx
• Nevada System of Higher Education - http://system.nevada.edu
• Annual Campus Lighting Walk Notes
• FM Billing and Budget Management Process
8. Other Considerations (points as appropriate)
   - Planning and Budget Information Book
   - Rebel Recycling Program - http://facilities.unlv.edu/recycling
   - FM Turf Reduction Planning Map
   - Facilities Applications - http://apps.facilities.unlv.edu
   - Planning and Budget Information Book – FM Resource Reallocation chapter
   - Planning and Budget Information Book – FM Diversity Initiatives chapter
   - Planning and Budget Information Book – FM CY08 Goals/Priorities/Objectives Update and FM CY09 Goals/Priorities/Objectives chapters
   - NV Energy Sure Bet Rebates