IOWA STATE UNIVERSITY

OF SCIENCE AND TECHNOLOGY

Iowa Recognition for Performance Excellence

Facilities Planning & Management

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2009 Iowa Recognition for Performance Excellence
ELIGIBILITY DETERMINATION FORM

1. Applicant

Organization Name: Facilities Planning &
Management, Iowa State University

Address: 108 General Services
Ames, IA 50011-4001

2. Application Tier

- ☐ Tier 1- Commitment
- ☐ Tier 2 - Progress
- ☒ Tier 3 - Leadership

3. Organization sector

- ☒ Business
- ☐ Education
- ☐ Healthcare
- ☐ Government
- ☐ Not-For-Profit

4. Headquarters located in Iowa?

- ☒ Yes
- ☐ No

If No, indicate location

5. Size of applicant

- Total number of full-time
  employees/faculty/staff   440
- Percent of full-time
  employees/faculty/staff in Iowa   100%

6. Subunit designations

Is the applicant a subunit? (See page 9)
- ☒ Yes
- ☐ No

Parent Organization Business & Finance
Address 1350 Beardshear Hall, Ames, IA 50011
Number of parent Organization Employees 881
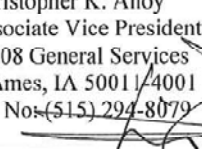
7. Applicant Description

Please attach appropriate line-box organization
chart(s) and complete the Site Listing and Description
Form (use extra sheets if needed).

8. Fees

Enclose $100 to cover eligibility determination. Make
checks payable to: **Iowa Quality Center - IRPE**

9. Highest ranking official

Name: Christopher K. Ahoy
Title: Associate Vice President
Address: 108 General Services
     Ames, IA 50011-4001
Telephone No: (515) 294-8079
Signature:

10. Contact for further information

Name: Don Chrusciel
Title: Director FP&M Business Services
Address: 108 General Services
     Ames, IA 50011-4001
Telephone No: (515) 294-3885
Fax No: (515) 294-4593

11. Intent to file a Baldrige Application this year (optional).

Do you plan to submit an application for the Malcolm
Baldrige National Quality Award this year?
- ☒ Yes
- ☐ No

12. Eligibility

Eligibility Determination Verification	For official Use Only
6/4/09	

Note: a verified eligibility determination form
must be submitted as a part of the application
package.

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SITE LISTING AND DESCRIPTION FORM

Applicant's Name: Christopher K. Ahoy

Applicant Site	Number of Applicant's Employees	% Of Applicant's Sales/ Revenue/ or Budgets	Description of Products or Services
Facilities Planning & Management, Iowa State University	440	100%	Business Services, Planning Services, Design & Construction Services, Facilities Services, & Utility Services

Form IRPE — 3   02/06/07

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Iowa State University
Facilities Planning & Management
July, 2009

Vice President for Business and Finance
Warren R. Madden

Administrative Secretary
Gina Holtzbauer

Associate Vice President for Facilities
Christopher K. Ahoy

Safety & Training
Dave Ballard

Human Resources & Training
Iris Pruismann, Manager

Human Resources Secretary
Sally Houser

University Architect
A. Dean Morton, University Architect, Director for FP&M Design

Records Management
Rich Tribkett

Design Standards
Dave Peterson

Chief Engineer
Brian Dangleiser

Planning Services

- **Campus Physical Planning** — Cathy Brown, Asst. Director
- **Landscape Design** — Rhonda Martin, Chris Strawhacker, Angie Salberg
- **Space Planning & Management** — Margie Tabor, Asst. Director
- **Facilities Inventories & Studies** — Barb McKinley, Coordinator
- **Instructional Facilities Classroom Scheduling** — Katie Baumgarn, Coordinator; Tina Thompson, Program Coordinator

Business Services
Donald Chrusciel, Director

- **Accounting Services** — Lisa Bartley, Manager
- **Knowledge Mgmt** — Kelly McCool, Program Coordinator
- **Computer Support Services** — Mike Hamilton, Manager; John Hoffman, Marc Witte, Bruce Fisher, David Wanat
- **IT Services** — Tim Koch, Lisa Nalwer, Kelly Walker
- **Auxiliary Operations**
  - **Postal & Parcel Services** — Jim Jelobid, Manager; Bob Trett, Program Coordinator
  - **Veenker Memorial Golf Course** — John Newton, Superintendent; Jess Bailley, Asst. Mgr.
  - **Flight Services** — David Hurst, Manager; Joe Stewart, Pilot

Executive Director Operations
David Miller

FMS Coordinator
Ron Kinyon

Energy Coordinator

Iowa Energy Center
Linda Hinch

Design & Construction Services
Dean McCormick, Director

- **Capital Project Management Construction Management** — Leroy Brown, Lynn Barnet, Brad Claus, Rick Ewel, Mike Fields, Mike Parsons, Mark Stephenson, (1 Vacant)
- **Project Procurement Serv.** — Karen Server, Purchasing Coordinator; Shellie Black, Buyer
- **Contract Admin.** — Carol Swenson, Manager
- **Project Management** — Kerry Dixon-Fox, Roger Sraden, Mark Griel, Jon Harvey, Robert Holzwarth, Tom Otteson, Steve Prater, (1 Vacant)
- **Agricultural Project Services** — Mark Huss, Project Manager

Design Services
Lela Van Wyk, Asst. Director

- **Architectural Design** — Bruce Bunestno, John Byerly, Steve Jarvela, Jim Hogue
- **Interior Design** — Cindy Howe, Marcia Malone
- **Engineering Design Electrical** — Lynn Yarney, Mechanical; Donna Imhoff, Steven Knutson
- **Project Coordination Center** — Ben Dobson, Brandi Ladwell, Rick Reechorn, Steve Rentochler, Koner Stein; **Buyer** — Cindy Bass

Facilities Services
Bob Currie, Director

- **Bldg. Maintenance** — Ron Cochran, Manager; Ken Solt, Asst. Mgr., Structural Services; Don Hoffmann, Asst. Mgr., Mech./Elec. Systems
- **Custodial Services** — Paul Haggard, Manager
- **Campus Services** — Lester Lawson, Manager
- **Access Control** — Maggie Hamilton, Manager; Matt Helgerson, Asst. Mgr.
- **Maintenance Support Service Center** — **Material Acquisition Services** — Marv Tomlinson; **Technical Services**

Utilities Services
Jeff Witt, Director

- **Elec. Distribution** — Randy Larrabee, Chief Engr; Tony Selch, Mgr.
- **Mech. Distribution** — Clark Thompson, Chief Engr.
- **Utility Engineering** — Roger Bean, Lindsay Wandscheid, Mike Murray
- **Utility Production** — Mike McGrew, Plant Mgr; Jim Garland, Prog. Coord; Gordon Woods, Maint. Mgr.

2009 Iowa Recognition for Performance Excellence
APPLICATION FORM

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Ames, IA 50011-4001

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☐ Education
☐ Healthcare
☐ Government
☐ Not-For Profit

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- Total number of full-time employees/faculty/staff 440

- Total number of sites 1

5. Fees
Make checks payable to:
Iowa Quality Center

6. Highest Ranking Official

Name: Christopher K. Ahoy
Title: Associate Vice President
Address: 108 general Services

Telephone No: (515) 294-8079

7. Contact for Future Information

Name: Don Chrusciel
Title: Director of FP&M Business Services
Address: 108 General Services

Telephone No: (515) 294-3885
E-mail: dchrusci@iastate.edu

8. Applicant's Statement

We understand that this application will be reviewed by members of the Board of Examiners. We agree to pay $1000 plus all reasonable expenses incurred by the site visit team and to facilitate an open and unbiased examination

9. Publicity Permission

Does the IRPE Executive Council have your permission to recognize and publicize your organization as a participant in the 2009 Iowa Recognition for Performance Excellence?
☒ Yes   ☐ No

10. Signature of Authorizing Official

Form IRPE – 2   02/26/09

Glossary of Terms and Abbreviations

360-Degree Evaluation – Employee performance management tool, which includes feedback from peers, customers, co-workers, and/or reports.

Academic Planning – FP&M depends on an integrated academic planning process that includes fiscal and facilities to determine how to deploy its development, operations, and maintenance programs.

Accession Planning – Preparation of individuals in the organization for opportunities of advancement with the understanding that there is no commitment or obligation for advancement by the leadership in the organization.

Administration – Comprised primarily of the University President and his direct reports (Executive Vice President and Provost, Vice President for Business and Finance, and Vice President for Student Affairs). University Administration, in its broadest sense, covers the individuals and operations that represent the different areas assigned to the President's direct reports.

AFSCME – American Federation of State, County, and Municipal Employees, Council 61 AFL-CIO (Union representing merit staff)

APPA – Leadership in Educational Facilities, formerly the Association of Higher Education Facilities Officers. Chief facilities officers from most higher education institutions, nationally and internationally, are members of this organization.

APPA Standards (see Fig. 4.1-2) – APPA standards categorize custodial level of cleanliness into five levels (Level 1-Orderly Spotlessness; Level 2-Ordinary Tidiness; Level 3-Casual Inattention; Level 4-Moderate Dinginess; and Level 5-Unkempt Neglect). It is the desire of most organization to be funded at Level 2. The national average is approximately 28,000 square feet per custodian. APPA standards for maintenance staffing is also categorized in five levels (Level 1-Showpiece Facility; Level 2-Comprehensive Facility; Level 3-Managed Care; Level 4-Reactive Management; and Level 5-Crisis Management). It is the desire of any FM organization to be able to get core staffing to provide at least Level 2 maintenance of its facilities. Often times funding assigned by the parent corporation may not meet these standards, yet the facilities management operation may be able to provide at least Level 3 care. APPA standards for grounds management levels is categorized in five levels also (Level 1-State-of-the-Art; Level 2 is High; Level 3 is Moderate; Level 4 is Moderately Low; and Level 5 is Minimum). FP&M operates at Level 3, Moderate, with Level 1 funding allocation to us by central administration. Level 4 management operatives has brought us accolades from the campus community in the student life survey conducted in 2007, and is a great recruiting tool for the admissions department.

AUA – Association of University Architects

AVP – Associate Vice President for Facilities

Auxiliary Enterprise (Utilities) – Because the Utilities operations at ISU operate like a private entity, the institution classifies them as an auxiliary enterprise. This allows the Utilities to determine rates and bill the university from a state appropriation that is set up to cover the costs of all university utility needs. Other auxiliaries include such operations as: Athletics, Department of Residence, Recreational Services, Dining, etc.

Auxiliary Services – FP&M at Iowa State University provides the oversight for three auxiliary units which generate revenue from services provided directly to a customer. These units are Flight Services, Postal and Parcel Services, and Veenker Memorial Golf Course.

B&F – Business and Finance

Benchmarking – FP&M chooses peers for benchmarking that are of similar caliber in providing services. This group includes a combination of Big 10 and Big 12 institutions that ISU aspires to be compared against. This group of peer institutions is viewed as the best in class for FP&M comparisons. In addition, FP&M does recognize another

group referred to as peer+ institutions. These institutions are recognized by both U.S. News & World Report, along with THES –QS as both the best Universities and Colleges in the U.S. and the world respectively.

Beneficiary – Those who derive benefit from what FP&M does on behalf of the university. These groups can be affected by FP&M's actions and successes, and their feedback is received indirectly through direct contact with FP&M's **key customers**. These include, but are not limited to, students, campus visitors, Board of Regents, State government, taxpayers, etc.

Big Ten and Friends – This organization includes Big Ten universities, plus other invited schools with similar traits.

Board of Regents (BOR) – State of Iowa Board of Regents was created in 1909 to: govern and coordinate functions of state institutions under its jurisdiction. The Board oversees University of Iowa, Iowa State University, University of Northern Iowa, Iowa School for the Deaf, and Iowa Braille and Sight Saving School as the governing board responsible for the overall operation of the five institutions.

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CAD – Computer Aided Design

Central Administration— Comprised primarily of the University President and his direct reports (Executive Vice President and Provost, Vice President for Business and Finance, and Vice President for Student Affairs). University Administration, in its broadest sense, covers the individuals and operations that represent the different areas assigned to the President's direct reports.

Centric Project – Capital Project communication and management system used for capital construction projects to share information among team members and track project communications. The project Website centralizes project information, provides structure for managing information, and allows users to easily share information with other team members.

CFaR – APPA's Center for Facilities Research fills a vital need by integrating the development, collection, and delivery of research in the educational environment. CFaR was established both to organize and consolidate research on educational facilities management issues, and to engage in a deliberate search for information and knowledge critical to policy making in education. CFaR collects information and encourages the study of the learning environment, appropriate management strategies, and their impact on education.

CFMS – Computerized Facilities Management System is the support system for tracking all pertinent transactions and activity to conduct Facilities Planning and Management business synonymous with CMMS.

Charter Teams – Process improvement teams that are provided a charter from sponsors outlining problems to address and deal with any conditional considerations. The team is expected to employ a combination of quality improvement and problem solving models to recommend a resolution.

CM – Construction Management/Manager

CMMS – Computerized Maintenance Management System is the support system for tracking all pertinent transactions and activity to conduct Facilities Planning and Management business synonymous with CFMS.

Compliance areas, regulating documents, and agencies –Environmental Health and Safety (EH&S), Occupational Safety and Health Act (OSHA), Iowa Department of Natural Resources (DNR), Iowa Department of Transportation (IDOT), Iowa Department of Personnel (IDOP), American Disabilities Act (ADA), Iowa Administrative Codes (IAC), Board of Regents Policies and Procedures (BOR), Uniform Building Codes, Building, Electrical, Mechanical and Plumbing (UBC), BOCA Building Regulations, and University Policy Manual (UPM).

CPAC – University President's Capital Projects Advisory Committee

CQI – Continuous Quality Improvement

CSS – Computer Support Services

Customers – Those individuals and groups who are direct users of products and services provided by FP&M. They are the university administration, along with the faculty and staff of Iowa State University. No distinction is made between these groups; they are treated as one group with no benefit for segmentation. Although students are the ultimate customer of the institution, they are recognized as the beneficiary of the services promulgated by the parent corporation (ISU). In other words, central administration, faculty, and staff identify students as primary customers, while FP&M's focus is the central administration organization, faculty, and staff in the university community.

Directors' Group – FP&M leadership group that advises the associate vice president on matters involving the FP&M organization. The group is currently comprised of 14 senior leaders who represent all work units in the organization.

DOR – University Department of Residence

DOS— Data on Site indicates information available on site. FP&M organization collects data to run its individual business units, and we measure only what matters consistently to review trends and patterns to continuously improve our processes.

DPS – University Department of Public Safety

Effective Rate – This calculation is a measure of capacity and capability. It takes into account the organization's staffing capabilities based on the premise of having 2,088 billable hours per year. The 2,088 hours is adjusted for the non-billable hours (holidays, vacation, sick leave, training, meeting, etc.).

EH&S – Environmental Health and Safety is one of the many peer units that fall under the Business and Finance Division. They are responsible for all health and safety activities for the ISU campus, which includes fire safety and emergency evacuation training.

Employee Leave Calendar – Graphical presentation of an individual's leave over a prescribed period of time. The presentation is in the form of a calendar per month so the reviewer can identify any trends.

Energy Witness – Software application that allows those involved with tracking building energy consumption to monitor effectiveness of specific building heating ventilation air conditioning HVAC over a designated period of time.

Facilities Management – Business unit that maintains the physical asset of the university.

Faculty and Staff – There are 1,676 faculty members who teach and do research at Iowa State University. The total number of employees at the university is around 13,929. These include faculty, Academic/Administrative personnel, Professional and Scientific (2,340), Merit employees (1,768), and others.

FAMIS – Computer-aided Facility Administration and Maintenance Information System software package from Accruent Corporation. This application is the FP&M computerized maintenance management system. This system is used by everyone in FP&M to some extent.

Fiduciary Operations – Units that deal with or monitor financial activity on behalf of Iowa State University. These can be divisional and/or unit specific groups, such as Business Services unit in FP&M, and/or other campus departmental business units, as well as central campus units whose primary function is dealing with financial actions (e.g. ISU Controller's Office, Vice President's Office, ISU Internal Audit, ISU Purchasing, etc.)

Fiscal/Fiscal Year – University financial year runs July 1 through June 30 (FY08 = July 1, 2007 through June 30, 2008)

FMS – Facilities Management System

FP&M – Facilities Planning and Management

FP&M Academy – On-line, via secure internal Web, are training refresher courses for all FP&M staff. Each staff person's position has been set up to ensure required and recommended training for individuals per their time schedule. The training module consists of a presentation, followed by a personal learning challenge (quiz). Passing the quiz affirms individual comprehension of material.

GSF – Gross Square Feet which includes both net assignable square feet (NASF) as well as common use and infrastructure space.

HR – Human Resources unit in Facilities Planning and Management, which is separate from Iowa State University campus central operational unit also referred to as Human resources (HR).

IDEA – International District Energy Association

IRPE – Iowa Recognition for Performance Excellence, program managed by the Iowa Quality Center.

ISU – Iowa State University of Science and Technology

ITS – Iowa State University Information Technology Services

Key Customers – Faculty, staff, and administration of the university, which can have varying influence with each of our service units.

KM – Knowledge Management

KPI – Key Performance Indicator

Land Grant/Land Grant Institution – A U.S. college or university entitled to support from the federal government under the provisions of the Morrill Acts [1885-1890].

LEAN – Philosophy of continually reducing waste in all areas and in all forms.

LEED – Leadership in Energy and Environmental Design (LEED®) Green Building Rating System was created by the U.S. Green Building Council (USGBC) to establish a "common standard of measurement" for "green" buildings.

MAPPA – Midwest Association of Higher Education Facilities Officers is a regional organization of APPA. FP&M organization is situated in the Midwest region of APPA.

Merit Staff – University blue collar, clerical, security, and technical positions, which are organized in a bargaining unit covered under the provisions of the master contract negotiated between the State of Iowa and AFSCME. The provisions of the State Board of Regents Merit System Rules also cover these positions. All Merit positions are considered non-exempt staff, and are eligible for overtime as provided by the Fair Labor Standards Act.

Metasys – Automated building management system from Johnson Controls.

MIC – Maintenance Improvement Committee

NACUBO – National Association of College and University Business Officers

Non-charge – Where all funding is received from the institution and the work unit's objective is to operate within the established and approved budget.

Operation Management – This group consists of all senior leaders, managers, and supervisors of the FP&M organization.

Operational Excellence – Based on continuous quality improvements in all FP&M business units, FP&M seeks operational excellence in all its activities to provide world-class service.

On-line Policy Library – ISU has collected all pertinent policy and procedures and makes them available via the Internet. These policies cover all aspects of ethics, business practices, etc. Some in particular are: http://policy.iastate.edu/policy/business-administration; ISU Professional Policy & Procedures Ethical Practices: http://www.hrs.iastate.edu/PNS/articles/4_1_2.htm and http://www.hrs.iastate.edu/PNS/articles/4_1.htm; ISU Code of Computer Ethics: http://policy.iastate.edu/policy/it/ethics/

Organizational Effectiveness – Based on the percentage of billable hours for each unit per fiscal year. The calculation uses the university standard of 2,088 work hours annually per employee. Organizational effectiveness is tracked per actual billed hours by unit. This takes into account the effect of vacation time, sick leave, training, meetings, and other absences the unit is unable to capture revenue.

P&S – Positions designated as exempt under the Fair Labor Standards Act. Employees are exempt from overtime pay provisions. Duties performed by this group include administration, research, extension, and professional services.

PAF – Planning-Action-Feedback work process improvement cycle (see Fig. 6.2-2)

P&S University Awards – University P&S awards include: Regents Award for Staff Excellence, Excellence Award, Carroll Ringgenberg Award, Outstanding New Professional Award, and CYtation Award. Also included is the Business & Finance Essential Piece Award.

PCC – Self-directed work team providing coordination, design, planning, estimating, and project management for renovation/remodel projects less than $25,000 using the LEAN approach for project development.

PDA – Professional Development Approval is the process utilizing an ISU FP&M form by which an individual or group requests and gains approval for training and development.

Peer– This group of institutions is considered to be top-notch state funded universities that are comparable in services to Iowa State University. They are selected based on their similar characteristics, as well as being recognized for their high performance. The group is based on Iowa State University administration's identification as those institutions that ISU aspires to be considered a peer member. They are: Michigan State University, Purdue University, University of Illinois, University of Minnesota, Pennsylvania State University, University of Missouri - Columbia, and Ohio State University. This group is then modified by FP&M administration to take into account FP&M's like conditions (demographics, environment, etc.). The average of metrics from this group should not be interpreted as an average for higher education, but rather a select group whose performance is noteworthy.

Because not all peers have or maintain a Power Plant, FP&M Utilities has a modified peer group. This group draws upon some of the same institutions listed above, but includes some others as well. The Utilities peers are: University of Michigan, Michigan State University, University of Minnesota, North Carolina, University of Notre Dame, Ohio State, Penn State, University of Iowa, and the University of Texas.

Peer+– These institutions are recognized by both U.S. News & World Report and THES –QS as the best Universities and Colleges in the U.S. and the world respectively. The group is limited only by available data and consists of the following: Princeton University, University of Chicago, Dartmouth College, Cornell University, Brown University, Northwestern University, University of Notre Dame, and University of Michigan. This group is identified as a set of world-class institutions, and serves as a comparison in that regard.

Perception Check – Regularly scheduled individual meetings with the associate vice president. These one-on-one meetings are for mentoring and continuous improvement message of attaining a world-class stature. Perception checks are scheduled once a week for key staff, and every three weeks, monthly, every two months, and every three months, as well as special sessions for other staff.

PM – Project Management/Manager

Process Focus – Organizational emphasis is on identifying process changes with a focus on "What made the process error?" instead of the people side, "Who made the error?" as is the case with functional focus.

Process Owners – Larger FP&M organization group including Directors' Group, managers, assistant managers, and supervisors

Professional and Scientific (P&S) Staff – Positions designated as exempt under the Fair Labor Standards Act. Employees are exempt from overtime pay provisions. Duties performed by this group include administration, research, extension, and professional services.

Project Coordination Center (PCC) – Self-directed work team providing coordination, design, planning, estimating, and project management for renovation/remodel projects less than $25,000 using the LEAN approach for project development.

Quality – As a service organization, FP&M's definition of quality is that of meeting and/or exceeding customer expectations consistently. This includes being professional and being responsive to customer requests.

Recharge Entity – Most units in FP&M are set up as a recharge. This allows the individual unit to establish a rate for their services and either bill a standing cost center (appropriated funds to cover costs), and/or generate additional revenue. These activities are tracked via labor income trends.

Right size – Each year the parent corporation assigns certain budget amounts for performing facilities planning and management tasks. Although FP&M's goal is to garner as much funds to provide "managed care", often times due to budgetary constraints, the parent corporation (university) can afford only to distribute a certain specified amount that may not meet the necessary income to provide adequate service or preferred services. Therefore, staffing and materials are right sized to fit the budget and still provide some level of adequate services to meet the minimum requirements.

Risk Management – Operating unit under the Business Affairs group who is a peer unit in the Business and Finance Division.

Resource Allocation – Funds are allocated for services for minimum requirements by central administration and are fixed based on parent company ability to fund these activities each year. These funds do not match desired outcomes; however, FP&M has been able to innovate and leverage technology to mitigate shortfalls in funding needs. Facilities operations are constantly looking for core staffing and minimum funds for managed care. However, some situation funding is at crisis level and operations are in reactive mode. At FP&M, we have been able to mitigate most of these anomalies by right-sizing and utilizing service level agreements.

RMM – Resource Management Model distributes revenues to the Resource Responsibility Centers that generate the revenues, and in a manner that is transparent, easy to understand, and informed by data.

SCUP – Society for College and University Planners

Self-directed Teams – Groups of individuals placed in empowered teams to function under a common purpose. The teams have mutual accountability, foster interdependence, and provide mutual support and commitment for each other, as well as for the common cause for which the team was assembled.

Self-Study – In 2003, FP&M undertook an organizational-wide self study for the entire operation. The activities for this study included: Situational Analysis, employee survey, focus group discussions (one included a one-on-one interview with the Vice President for Business and Finance; a second focus group was customers with recent large capital project experience; and a third focus group was customers with recent small projects or direct service experience), SWOT analysis, and an external review. This action resulted in a comprehensive document which action plans were developed.

Senior Leaders – FP&M leadership group that advises the associate vice president on matters involving the FP&M organization. The group is currently comprised of 14 senior leaders who represent all work units in the organization.

Service Center – FP&M operation that receives, dispatches, and processes campus emergency and routine maintenance requests often referred to as the "4-5100."

Service Level Agreements (SLA) – Agreements being determined in the new RMM environment to provide the level of service so chosen by the individual college. Since funds provided to FP&M have been restricted, FP&M is only able to provide minimal services. Some departments may choose to upscale their services by giving FP&M additional resources for operations.

Service Request (SR) Process – The process utilized by FP&M customers to request services. The nature of the service can be viewed as a means to voice customer concerns about changing the ISU community environment and/or the individual's space on campus.

Sightlines, LLC – As an independent third party, with over 200 college and university clients from the Ivy League, Big 10, Big 12, etc., providing superior and independent facilities advisory services by helping campuses measure, monitor, and benchmark the facilities management function.

Space Management – FP&M has been given the responsibility of managing all space on campus. We do an annual audit of all spaces to answer the following questions: 1) What space do we have? 2) How is it being used? 3) How should it be used? and 4) What space should be acquired or released?

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Stakeholders – Those who might be affected by FP&M's actions, and are comprised primarily of the institution's administration, faculty, and staff of the university (see **key customers**). These are key entities FP&M provides products and services. Students, Board of Regents, visitors, tax payers, and other campus communities are considered stakeholder **beneficiaries**. The beneficiary stakeholders' impact is on the key stakeholders who are the voice of the customer, thus, their impact is indirect and filtered by our key customers that impact the wants, needs, and requirements that are critical to quality requirements.

Starpoint – Former custodial supervisor's duties are now custodial duties, which are divided into five Starpoint roles: scheduling, training/safety, customer service, administrative, and supplies/equipment.

Strategic Planning Teams – Approximately 65 individuals in the FP&M community, excluding directors, volunteered to participate on 12 strategic planning teams. These teams each focused on a particular topic/question that was developed from the Leadership Institute and self-study process. Each team was further supported by a champion within FP&M. Each team selected a leader/facilitator, and determined the timeline for their individual project under the guidance of the champion and Directors' Group.

Stewardship – As a non-profit organization, FP&M's goal is to spend down its allocated resources responsibly so as to be able to demonstrate that the resources provided have been utilized in providing a quality service to our customers.

Sustainability – Foster a community that sustains ecological systems and educates campus citizens about environmental awareness, local action, and global thinking. Seek to promote environmentally sound practices as a core value of the University. Incorporate environmental concerns as a significant priority in university decision-making. Institutional objectives are: Encourage the use of alternative products, practices, and procedures to minimize negative impacts on the environment; Protect the biodiversity of our region and serve as a living library and habitat for local species; Consider the social and economic impacts of ISU's environmental policies and foster a participatory process for engaging the community in developing these policies; Acknowledge and incorporate environmental concerns into the mission of this land grant university; Provide a model for peer institutions that demonstrates superior environmental performance (http://sustainability.iastate.edu/sustainability/default.asp).

TAG (Training Advisory Group) – Team consisting of the HR professional, computer support services (CSS) manager, associate director for business services, administrative secretary, and safety coordinator, with oversight of the AVP. The TAG team's role is to identify shortcomings, explore innovative opportunities, and enhance the overall training and development program of the organization.

T&M – Time and Materials

Training Advisory Group (TAG) – Team consisting of the HR professional, computer support services (CSS) manager, associate director for business services, administrative secretary, and safety coordinator, with oversight of the AVP. The TAG team's role is to identify shortcomings, explore innovative opportunities, and enhance the overall training and development program of the organization.

University Administration – Comprised primarily of the University President and his direct reports (Executive Vice President and Provost, Vice President for Business and Finance, and Vice President for Student Affairs). University Administration, in its broadest sense, covers the individuals and operations that represent the different areas assigned to the President's direct reports.

University Assets – The charter of ISU FP&M is to be good stewards of the University's assets. These are defined in quantitative form as the gross square feet of the institution's facilities (see Figure P.1-3). These numbers assist in doing comparisons with peers and provide a means to present the magnitude of FP&M's responsibility. FP&M is primarily responsible for all General Fund Facilities and the Power Plant. FP&M's influence on the other ISU operating assets range from advisory to assisted care.

Utilities – Because the Utilities operations at ISU operate like a private entity, the institution classifies them as an auxiliary enterprise. This allows the Utilities to determine rates and bill the university from a state appropriation that is set up to cover the costs of all university utility needs. Other auxiliaries include such operations as: Athletics, Department of Residence, Recreational Services, Dining, etc.

VOE – Internal staff. An internal advisory team representing the diverse workforce and work units represent this team to receive and transmit information horizontally and vertically. This allows the employee to voice their wants, needs, and requirements.

Voice of the Employee (VOE) – Internal staff. An internal advisory team representing the diverse workforce and work units represent this team to receive and transmit information horizontally and vertically. This allows the employee to voice their wants, needs, and requirements.

VOC – Can be either internal, external, or both. External is the university administration and/or faculty and staff of the university. Internal is primarily within the FP&M organization and its identified partners.

Voice of the Customer (VOC) – Can be either internal, external, or both. External is the university administration and/or faculty and staff of the university. Internal is primarily within the FP&M organization and its identified partners.

VP B&F – Vice President for Business and Finance

World Class – Refers to competitive and leading edge. ISU FP&M attempts to do so by utilizing the assigned allocated resources to obtain the best results. Often referred to as "doing more with less," since appropriate funding is not always available from central administration for required activities for core competencies.

P.1 Organizational Description

Facilities Planning & Management (FP&M) is responsible for developing, operating, and maintaining all general facilities for the Iowa State University community.
As FP&M continues on its quest to be a world-class facilities organization, we, as well as others have come to recognize our best practices:

a. FP&M is recognized by its peers as a leader in utilizing technology to improve efficiency and communication across all areas of FP&M
b. Utilizing resources for Level 5 to attain Level 3 APPA Standards of service (Fig. 4.1-2)
c. Team culture and staff involvement for improvement
d. Representing Iowa State University in both internal and external affairs

P.1a Organizational Environment

P.1a (1) FP&M is a small non-for-profit business enterprise. It is an internal service branch of a non-profit state agency. FP&M exists to provide Iowa State University of Science and Technology (ISU) services that supports campus departments in achieving their objectives of the land grant mission to CREATE, SHARE, AND APPLY knowledge, and to make Iowa and the world a better place. FP&M is the largest department of 14 within the Office of the Vice President for Business and Finance (VP B&F).
FP&M provides the university community with a safe, comfortable, and usable physical environment with a staff of 526 (Fig. P.1-4). The term "facilities" refers to all the buildings, grounds, walks, drives, parking lots, and utility systems belonging to the university. There are four main/key services as stated in Figure P.1.1 Building Maintenance, Custodial, Grounds, and Utilities. For more detail including requirements see Figures 6.1-1 and 6.1-2.

Figure P.1-1 Main/Key and Ancillary Services

Services	Work Units
Bldg. Maint., Custodial, and Grounds	Facility Services: Building Maintenance Services, Custodial Services, Campus Services (Grounds), Maintenance Support, and Building Access Services
Utilities	Utility Services: Electrical and Mechanical Distribution and Utility Engineering & Production
Ancillary and Support Services	Campus Planning, Landscape Design, Space Management, Classroom Scheduling, A&E Design Service, and Capital Project Management (CM), Project Management (PM), Administration, Business Services, and Human Resources

Even though FP&M is recognized as the steward for all facilities at ISU, FP&M IS NOT RESPONSIBLE FOR FACILITIES MANAGEMENT OPERATIONS FOR THE DEPARTMENT OF RESIDENCE, DINING SERVICES, ATHLETICS, MEMORIAL UNION, OR ANY OF THE FEDERAL FACILITIES LOCATED ON CAMPUS.
(see Glossary)

P.1a(2) The organizational culture of FP&M is a team oriented learning and teaching community (Fig. 7.4-1a) providing consistency in meeting or exceeding customer expectations in a timely fashion (Fig. 7.2-7a & 7.2-7b). FP&M controls overall costs and optimizes funds allocated (Fig. 7.3-1, 7.3-2a & 7.3-2b). FP&M is on a continuous journey in pursuit of excellence in the quest to provide the best, doing more with less (see Fig. 7.5-6). FP&M is provided limited allocated resources to meet established service requirements. FP&M has been successful providing a higher general satisfaction of service then peers and peer+ (Fig. 7.2-6a & 7.2-6b).
FP&M's charter is presented in Figure P.1-2. FP&M carries out its charter in supporting integrated academic planning; fiscal and facility needs in education; and teaching and research requirements.

Figure P.1-2 FP&M Charter

Purpose and Mission
We develop, operate, and maintain facilities to serve the university community.
Vision
We want to be a world-class facilities organization.
Core Values
To be successful, our business practices and our relationships will be based upon these four core values, adopted from the 2000-2005 ISU Strategic Plan:
1. Accountability: We are accountable to our customers and to each other.
2. Stewardship: We are responsible for the university's physical environment.
3. Innovation: We are innovative in creating a better future.
4. Integrity: We are fair, ethical, and professional.

Our staff provides highly productive services as compared to our peers (Fig. 7.2-5a to 7.2-7a) and peer+ (Fig. 7.2-5b to 7.2-7b), with competitive and leading edge services through contemporary methodologies that involve the use of leveraging technology with pragmatic, prudent, efficient use of allocated resources (Fig. 7.5-6). Our goal is to provide an optimum service level with QUIET SUCCESSES, which are constrained only by limited allocated resources.

FP&M core competencies (Fig. P.1-3) are accomplished through four major organizational units (Fig. P.1-1) that function as collaborative teams to fulfill our charter (Fig. P.1-2).
FP&M's core competencies described in Figure P.1-3 make ISU FP&M notable in providing services to the campus community in support of the FP&M charter (Fig. P.1-2), and align with the mission, vision, and values of University administration.

P.1a (3) FP&M is comprised of professional, technical, and support staff classified in three groups (Fig. P.1-4) to provide a variety of services to the ISU campus. These individual groups band together to function as a cohesive service organization.

Figure P.1-3 FP&M Core Competencies

1. Stewardship
We are the stewards of the institution's physical environment; directing and implementing the development, operation, and maintenance of these assets.
2. Infrastructure Provider
We are responsible for the planning, design, maintenance, and operation of the university's infrastructure.
3. Information Management
In support of operations (maintaining, planning, and improving), we collect, provide, and manage data for fact-based decision making in alignment with core values.
4. Represent Iowa State University
We interface with internal and external stakeholders, and we are expected to maintain the aesthetic image of Iowa State University and comply with all governing laws, regulations, and policies.

As a service unit within the university, which is a state agency, benefits for employees are defined through a state government hierarchy and are not controlled by FP&M leadership. In addition, those employees covered by union contracts have their specific benefits determined by negotiations conducted at the state level. Every attempt is made to downplay any segmentation of the staff in order to promote the team culture within the organization. In spite of the natural groupings (e.g. P&S vs. merit, shops vs. professionals, custodial vs. campus services, etc.), FP&M makes an exerted effort to downplay these separations and build upon the team spirit and involvement in teams (Fig. 7.4-1a) which promotes staff engagement. This along with open communication and willingness to share data and information (Fig. 1.1-3 & 7.4-1b) amongst the staff at all levels promotes ongoing involvement and engagement to accomplish FP&M's charter while supporting core competencies (Fig. P.1-3).

Figure P.1-4 FP&M Staffing Profile

89 P&S	Professional & Scientific
359 Merit	Trades & Support – represented by the American Federation of State, County, and Municipal Employees (AFSCME) Council 61 AFL-CIO collective bargaining agreement
78 Part-time	Part-time staff and students

FP&M's diverse operating units have common objectives; to serve the university community in providing a safe and comfortable environment that supports and enhances the mission of the university. The combination of staff efforts and the common charter (Fig. P.1-2) support the statement, "There are more than 400 reasons why Iowa State continues to win awards for its facilities and beautiful campus." It is the efforts of all the staff that bring about the "QUIET SUCCESSES."

(see Glossary)

P.1a (4) FP&M has provided innovative and creative processes to address shortcomings in budget allocations and reversions without reducing its services (Fig. P.1-5). This includes leveraging and using complementing technologies to improve business practices. These technologies allow FP&M to leverage its resources to mitigate a shortfall in staffing and resources, and doing "more with less" (Fig. 7.5-6). It is with technology that FP&M looks for ways to meet customer needs and expectations with a shrinking resource base. Utilization of technology has allowed FP&M to provide customer interactive information to serve and complement our ongoing process improvements. Not only is technology prominent, but other major equipment and facilities have a role in FP&M's success (Fig. P.1-5).

Figure P.1-5 Major Technologies, Equipment, & Facilities

Technology	**Description**
FAMIS, Centric Project, Metasys, Resource and Schedule 25	A CFMS is used for cross-functional facilities planning and management systems; Building Access Services for security systems; Universal algorithm classroom scheduling and allocation software; automated building fire alarm system with monitoring of heating and cooling through an energy management system; collaboration application for capital project management; various integrated Microsoft suite applications; and Web-based technology for intra and internet services.
Equipment	**Description**
Boilers, turbine generators, and chillers	Cogeneration, which has a thermal efficiency of 50 to 70%, compared to a typical public facility of only 35% efficiency. The plant can produce 46 megawatts of electricity as of 2007.
Service trucks and vehicles, backhoes, pay loaders, dump trucks, garbage trucks, mowers, etc.	Equipment akin to a small municipality, which includes transport and heavy-duty work equipment.
Facilities	**Description**
219 buildings	Of the total ISU 12,806,841 gross Sq. Ft., FP&M is responsible for only 6,716,948 gross Sq. Ft. ~ 52%

P.1a (5) Because FP&M handles all types of facilities related to products and services, the regulatory environment is complex and sometimes specific to each unit (Fig. P.1-6). It is important to note that as stewards of the university's assets, the emphasis is on complying with all regulatory mandates, while at the same time, optimizing assigned resources to serve the institutional community. It is recognized that there is a balance between utilizing assets and resources while maintaining full compliance with the regulatory agencies that oversee FP&M activities.

Figure P.1-6 Regulatory Agencies

Agency	Area
Environmental Health and Safety (EH&S)	Safety
Occupational Safety and Health Act (OSHA)	Safety
Iowa Department of Natural Resources (DNR)	Environment
Iowa Department of Personnel (IDOP)	Personnel
American Disabilities Act (ADA)	Personnel
Iowa Administrative Codes (IAC),	Operations
Board of Regents Policies and Procedures (BOR)	Operations
Uniform Building Codes, Building, Electrical, Mechanical and Plumbing (UBC)	Facilities
BOCA Building Regulations	Facilities
University Policy(UP)	Operations

P.1b Organizational Relationships

P.1b (1) The State of Iowa has three public universities, two special K-12 schools, and other affiliated centers that are governed by the Board of Regents (BOR). The BOR is a group of nine citizen volunteers appointed by Iowa's Governor to provide policymaking, coordination, and oversight of the institutions and affiliated centers. ISU is one of the major institutions under this governance, and is lead by a president with various vice presidents assisting with administrative activities. The associate vice president (AVP) for facilities reports to the Vice President for Business and Finance (VP B&F). Under the AVP is a group of direct reports who assist the AVP in the administration of FP&M operations (organization chart). Although FP&M's responsibility lies mainly with providing services at ISU, because ISU does such a high quality job, the BOR has assigned ISU FP&M management oversight of capital projects for three other Regent institutions: School for the Blind in Vinton, School for the Deaf in Council Bluffs, and the Lakeside Laboratory in Okoboji.

The AVP and the Directors Group determine the direction of FP&M operations. This group takes the leadership role in providing interpretation and clarification to purpose and vision, as well as leads by example the organization's core values.

Of the four main operational areas (Fig. P.1-1), Facilities Services and Utilities Services comprise the primary key functional areas dealing with key customer requirements. These units comprise our major focus in servicing the broadest range of key customers, as well as stakeholders' expectations on campus. All other FP&M units provide specialized services to the university that are ancillary in nature, and deal with related complex issues in support of the four primary operating units.

Services provided to our customers are primarily from in-house employees. However, on occasion, FP&M does call upon partners and suppliers to complement our efforts to provide services to the ISU campus.

P.1b (2) Our key customer groups are the FACULTY, STAFF, AND ADMINISTRATION OF THE UNIVERSITY, who are the direct users of products and services (Fig. P.1-7). FP&M considers its key customers as the critical patrons who influence our operational decisions. In the spirit of treating all customers with quality and equitable service, FP&M makes an effort not to delineate customers based on university standing. Other groups, such as students, visitors, and BOR, are beneficiaries of our services received by our customers. In general, the basic requirements for our services are the same for all groups; primarily meeting customer expectations in a professional and courteous manner, constrained by our limited allocated resources and impact of regulations as a non-profit state agency. Requirements include being responsive to critical customer needs as appropriate, as well as demonstrating good stewardship (doing the best with the resources allocated).

Figure P.1-7 Key Customers and Beneficiaries & Stakeholders

Key Customers	Requirements	Measures
Faculty, staff, and administration of the university	Meet or exceed customer service expectations in a professional and courteous manner (Fig. 6.1-1).	Satisfaction for services peers (Fig. 7.2-5a & 7.2.6a) & peer+ (Fig. 7.2-5b & 7.2.6b)
Other Beneficiaries & Stakeholders		**Requirements**
Students, visitors, BOR, suppliers, community, FP&M staff, and taxpayers		Satisfy these needs through requests from key customers.

The Support Services group assists the organization in fulfilling the charter, and communicates to our key customers and other FP&M units through timely collection and delivery of information. Services include costs, billing, surveys, benchmarks, and reports using an integrated suite of CFMS (FAMIS).

Planning Services collaborates with academic patrons to define campus space needs, space management, and classroom scheduling to ensure our limited teaching and laboratory spaces are assigned effectively. The landscape group provides guidance for maintaining the balance of buildings, flora, and fauna in keeping a beautiful campus setting. ISU was one of three Medallion Sites chosen by the National Association of Landscape Architects as having the most beautiful central campus in the United States in August 1999. In addition, the ISU campus was chosen as one of the most beautiful in the 1991 book, *The Campus as a Work of Art.*

Design and Construction Services works with campus patrons to translate ideas and needs into action from two-dimensional documents into three-dimensional buildings and sites.

With advancements in technology such as the Web (2,904 websites developed in 12 years), FP&M partners with and involve our customers in developing service processes. Examples are on-line links to communicate on-line transaction processing (OLTP); on-line analysis processing (OLAP); customer needs requests; and classroom scheduling. This

technology is used to support the efforts of two-way communication and directly involve our customers. Affirmation of FP&M's efforts as good stewards came in 2007 from the University Life Survey (independent survey by ISU Provost Office) where 91.8% of the respondents agreed that ISU maintains an attractive campus, and 75.6% agreed that ISU works to improve the quality of its facilities (highest rated items).

P.1b(3) Our supply chain is as varied as the services FP&M provides, and consists of three main operating units, internal to FP&M, ISU operating units, and our external groups we have dealings as described in Figure P.1-8. Of major importance are the institutional partners from various internal and external sources. Other University operating units are important suppliers and recipients of our services. They serve a dual role and have significant impact on our ability to provide services adaquately.

Figure P.1-8 Suppliers, Partners, and Collaborators

Group	Role
Internal – Administration, Business Services, and Human Resources	Provide support for the FP&M infrastructure to aid the other operating units to function at optimal levels.
ISU – e.g. Controller, Purchasing, Treasurer, Telecom, Information Technology Services (ITS), Printing Services, and Central Stores	These groups are not only partners, but also customers of our services. They provide oversight for fiscal and legal transactions and assist FP&M in conducting business according to prescribed state statutes and BOR policy.
External – Vendors	Suppliers can be established via contracts or purchase agreements and can provide both materials and services. Materials range from coal, natural gas, and electricity for utilities to custodial products used on campus. Services can include time and materials agreements, training, along with design, architectural, and engineering consultants for large projects.
City of Ames	There is also collaboration with the City of Ames for electricity, water, and sewer, as well as working together to enhance the community.

Relationships with distributors and suppliers are monitored and controlled via the statutes and code of Iowa that governs our business practices. Competitive bidding and evaluations are conducted to set up working

relationships to acquire external services. When appropriate, other University operations outside of FP&M are involved to set up the contractual arrangements (e.g. Legal Counsel, Purchasing, and Controller - Fiduciary Operations).

P.2 Organizational Situation
P.2a Competitive Environment

P.2a (1) As a state government agency support services operation, FP&M DOES NOT DO MARKET SEGMENTATION IN A TRADITIONAL WAY. FP&M recognizes the natural groupings of patrons based on the key services provided (Fig. P.1-1). However, each FP&M unit does support the overall common charter (Fig. P.1-2) in their endeavors to provide service to the ISU community. FP&M is restricted in expanding its service market, and is required to provide services ONLY to those designated areas as mandated by the University Administration. Therefore, FP&M focuses on providing the best services possible within allocated resources and the applicable laws, regulations, and policies. These constraints come down from the state government, Board of Regents, University Administration, and the VP for Business & Finance. FP&M strives to be innovative and competitive in relation to what products and services we provide. FP&M benchmarks major functions against private organizations when appropriate, as well as peer institutions, in efforts to demonstrate being good stewards. The peer+ are viewed as an additional means to also compare FP&M against recognized institutions (world class) when and where appropriate.

P.2a (2) As an agency of the State of Iowa, state law restricts competition. The organization is under constant scrutiny to demonstrate its ability to function as good stewards of assigned assets with an assigned allocation. Principal factors that determine success are providing services consistently to meet or exceed our customer expectations (Fig. 7.2-7a&b). FP&M does so in a timely fashion, while controlling overall costs and prudent use of funds allocated (Fig. 7.3-2 a&b). Initiatives addressing these factors include lower operating costs without jeopardizing service, responsiveness, quality of work performed, and continuous process improvement methodologies using metrics to maintain certain standards. FP&M has an influence on the university's ability to accomplish its mission and compete with other institutions. By providing effective services through operational excellence to faculty and staff of the university, FP&M enables them to offer a quality presentation to their customers, our beneficiaries, who are recipients of services from ISU.

Since FP&M is dependent upon academic programs, it is imperative that we meet the program's current needs, as well as their future projections. This was the reason for conducting the FP&M environmental scan (Fig. 7.2-4). The development of the new university budget Resource Management Model (RMM) has influenced the funding distribution; therefore, senior staff is working with the campus community to stay abreast of new developments.

As part of the RMM, the division of Business & Finance now has an advisory group of campus constituents. The expectations of this group, as well as campus patrons, will be

an increase demand to provide timely and accurate information based on data collected in support of our services.

P.2a (3) Because FP&M is noted for being a lean operation, other institutions look to our practices as a guide. In many cases, FP&M metrics for operating units are difficult to benchmark due primarily to complex organizational structures that are not mirrored at other peer or peer+ institutions.

FP&M uses a third party comparative data from Sightlines, LLC. They provide comparative data for FP&M's primary focus areas of service. From these sources, FP&M selects a group of comparative institutions (peer) based on common attributes, and comparable recognition. The group consists of top-notch institutions from whom ISU aspires to be a part of the peer's inclusion. For comparison normalization, averages provide a means to assess and clearly show how our organization compares against a group of quality institutions and their support operations.

P.2b Strategic Context
P.2b Strategic challenges have been identified in five areas and are listed in Figure P.2-1.

Figure P.2-1 FP&M Strategic Challenges & Advantages

Business	Perform our responsibilities and duties to develop, maintain, and operate university facilities (Fig. P.1-2) in spite of unfavorable budget situations and increasing levels of unfunded mandates (Fig. 7.3-1 & 7.3-2a&b). Increase our efficiencies to stretch our resources to cover new and ongoing activities (Fig. 7.5-6) achieving high levels of customer satisfaction (Fig. 7.2-5a &7.2-6a and 7.2-5b & 7.2-6b)
Relationships	Continuing efforts to hire the right people and provide a safe and progressive work environment, while exploring opportunities of efficiency (Fig. 7.4-2 to 7.4-6). Expand the team learning philosophy and explore collaboration opportunities to develop stronger working relationships (Fig. 7.4-1a).
Facilities	Provide cost-effective products and services at all levels to maximize resource allocation effectiveness within a sustainable environment that considers environmentally friendly practices (Fig. 7.1-1a&b to 7.1-7). Utilize contemporary methods to assess organizational effectiveness (Fig. 7.5-1 & 7.5-2).
Marketing	Deal with customer concerns and expectations (Fig. 7.1-8, 7.2-4, & 7.2-10). Educate the campus community of our value-added services relative to quality, cost, and timeliness (Fig. 7.2-9).
Information	Provide timely and accurate information in support of decision making about facilities stewardship activities. Continue to leverage technology in operations (Fig. 7.1-9 & 7.5-3).

(see Glossary)

FP&M addresses its strategic challenges by using the most contemporary methods to provide services, and by exploiting technology (category 4.2a for details). All efforts are to enhance practices of the dedicated staff in providing services to the university community. FP&M's sustainability is aligned to the success of the parent (ISU) in fulfilling its mission/vision. This success is then viewed as a value FP&M provides as good stewards for university assets, doing so within restricted and limited allocated resources under the rules and regulations governing a non-profit state agency in Iowa.

P.2c Performance Improvement System
P.2c To evaluate organizational performance, FP&M utilizes metrics to measure our effectiveness (Fig. 7.5-1), and team learning participation (Fig. 7.4-1a). For the major operational units (Fig. P.1-1), customer satisfaction in conjunction with fiscal monitoring, are our key/main methods for performance evaluation (Fig. 2.2-1). Benchmarking with peers & peer+ provides information to keep the performance measurement system current. It is the combination of these metrics that allow the organization to demonstrate its ability to provide the best quality service given the allocated resources as determined by the APPA standards (Fig. 4.1-2) for service levels (Fig. 7.5-6) and in comparison with peers(Fig. 7.2-5a, 7.2-6a, & 7.3-2a) and peer+ (Fig. 7.2-5b, 7.2-6b, & 7.3-2b). In addition, FP&M also uses metrics of systematic processes, such as Baldrige criteria, for organizational assessment. The Baldrige criterion via the IRPE process has been an aid in tracking our success towards improving our processes. FP&M has tracked our progress over the past seven years (Fig. 7.5-2). The FP&M organization has been recognized with seven awards in a row: 2002 Ames Quality Council, 2003 APPA Award for Excellence, 2004 IRPE Bronze, and 2005, 2006, 2007, and 2008 Silver Level IRPE award.

FP&M also makes use of our team learning community culture to identify improvement methodologies. The use and piloting of these learning efforts address improvements to our processes utilizing PAF (Fig. 6.2-2), and supports the FP&M team learning community culture. This approach underlies the systematic Services and Product Design Process (Fig. 6.2-1) on how we implement our evaluation and improvement of key processes, fostering organizational learning, and knowledge sharing.

These efforts, overall, have allowed ISU FP&M to be recognized as an international world-class facilities organization role model amongst its peers as reported by the number of visitors (Fig. 1.1-2) coming to see how ISU FP&M can continue to do what we do (performance) with the allocated resources.

Category 1. Leadership

1.1 Senior Leadership

Senior leaders are the visionary force that creates and sustains organizational vision and values by walking the talk, and are role models for their staff. Senior leadership sets strategic directions, objectives, and initiatives that encompass our values, vision, purpose, goals, and objectives. This message is consistent internally and externally, prompted by Iowa State University's (ISU's) vision of being the best at advancing the land-grant ideals and putting science and technology to work, and the mission to create, share, and apply knowledge to make Iowa and the world a better place and its aspiration to become one of the best land grant institutions.

The Associate Vice President (AVP) personally takes the message of creating a world-class organization internally and externally. Our LEADERSHIP, known as the Directors Group, establishes organizational goals and objectives through a strategic planning process. Members of this group are direct reports to the AVP who is the CEO of the organization. Each of the members of the Directors Group are business unit department heads, that meet every Monday morning to assess and review on-going Facilities Planning & Management (FP&M) organizational issues and provide guidance. This is the time when leadership not only deploys new information, but learning and sharing takes place. Representatives of FP&M internal advisory team is comprised of staff from various business units, and other process owners from time to time attend these sessions. By listening to the voice of the customer (VOC), as well as the voice of the employees (VOE), leadership sets and deploys organizational values, objectives, directions, and performance expectations to create value for the customer.

1.1a Senior Leadership Direction

1.1a(1) FP&M sets and deploys values, directions visions, and expectations as a team in a systematic fashion, (Fig. 1.1-1). At the core of the LEADERSHIP SYSTEM is the Planning, Action, and Feedback (PAF), which is an ongoing FP&M improvement process (Fig. 6.2-2). Annually, the FP&M leadership group gathers for an off-site retreat to discuss organizational issues including any updates to the vision, values and strategic action plans. FP&M is a role model for other Facility Management (FM) organizations, both private and public sector groups. FP&M may be the only FM group in the nation to receive five state quality awards in a row. FP&M is a national benchmark for best practices and productivity results. FP&M has received 173 site visits from visitor groups locally, nationally, and internationally to see why and how FP&M does things (Fig. 1.1-2).

Senior leaders communicate by launching and inspiring leadership collaboration within the organization, through the strategic planning process whereby the entire organization focuses on a common purpose, vision, and set of shared ORGANIZATIONAL VALUES in a team learning community.

Figure 1.1-1 FP&M Leadership System
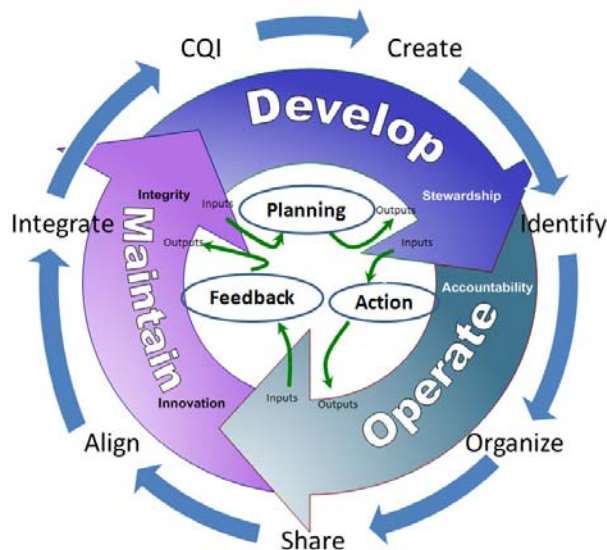
Leadership effectiveness is evaluated for improvement at least annually that includes targets, benchmarks, and individual goal achievements. Baldrige feedback reports also provide evaluation and opportunities for improvement on the overall quest (Fig. 7.5-2). FP&M achieves business, operation, and process excellence at all levels with a persistent and consistent message. Discussion, updating, adjustments, learning, and overall deployment of FP&M's vision, values, and strategic actions, as well as feedback for all levels of the organization, is accomplished using a network of meetings (Fig. 1.1-3).

Figure 1.1-2 Role Model for Visitors

ISU FP&M Site Visitors (1997-2009)		
Visitors	Higher Education	Private Sector
International	7	
National	46	7
Local	5	8
Campus	100	

Handouts and documents are provided to all FP&M staff, as well as posters hung in all pertinent areas to emphasize FP&M purpose, vision, core values, and strategic planning process. In follow up, the leadership has launched a series of bi-monthly forums to have open discussions about pertinent topics and annual town-hall gatherings.

Senior divisional leaders reinforce the organization's vision, mission, goals and objectives (Fig. 1.1-1) by sharing the LEADERSHIP SYSTEM operatives and by holding regular scheduled sessions with their direct reports. These sessions convey and reinforce the message for each individual or work unit.

Figure 1.1-3 FP&M Network of Communication Forums.

Forums	Type	Owner	Attendees	Frequency	Purpose
Admin. $5M+ (Construction Services)	Decision/Strategic	Director of Operations	CM, PM, architect, and client	Monthly - dates vary	Client concerns, budget, schedule, etc.
Shops (Area, Structural, and Elec Mechanical)	Decision/Operational	Manager Facilities Services	Supervisor and members of individual shops	Monthly - dates vary per shop	Review work order priorities, customer survey results, use of FAMIS, shop/performance processes
Capital Project	Decision/Strategic	Asst. Director Design & Construct.	PM, CM, and utilities leaders	Every other Monday	Review status of all capital projects
Construction (Construction Services)	Decision/Tactical	Construction Administration	Assoc. Dir. of Construct., CM, PM, architect, contractor, & client	Monthly - dates vary	Review contractor business
Directors Group (Leadership)	Decision/Strategic Information	AVP	AVP, directors, and selected managers	Weekly - Monday	Organizational analysis, planning, decision-making, and performance expectations
Major Capital Project	Information	Director of Operations	AVP, directors, PM, and select staff	Monthly - 3rd Wed.	Review status of major capital projects (> $1M)
Marketing	Information/PR Info	AVP	AVP, guests, directors, and process owners	Monthly - 2nd Wed.	Marketing our services to the campus community
Minor Capital Projects	Information	Manager Design Services	Directors and managers involved	Monthly - 4th Wed.	Review status of minor capital projects (< $50,000)
Operation Management	Decision/Tactical Information	Director of Operations	All management from AVP through supervisors	Monthly - 1st Wed.	Deploy organizational values, direction, and information sharing
Project Coordination (PC)	Tactical Information	Asst. Director of Facilities Services	Director, FMS Coordinator, & PC Team	Weekly - Wednesday	Review coordination of projects
Support Staff	Information	Administrative Secretary	Support Staff	Monthly – 3rd Wed.	Best practices, training, and information sharing
KM Group	Information	AVP	AVP and KM staff	Monthly – 2nd Thurs.	Discuss and review current KM issues
Closed Project Audit	Tactical Information	Assoc. Director of Business Services	Director, Assoc. Dir., Acct. Mgr. and others	Monthly – 3rd Tues.	Review audit findings
Unit Operations	Tactical Information	Director of Operations	Members of the operating units	Monthly or more often	Discuss and review current topics and issues
Org. Open Forums	Information	Senior Leadership Group	FP&M staff	Bi-monthly	Initial topic and open agenda for current issues from attendees
FP&M Town Hall Mtg.	Information	Senior Leadership Group	FP&M staff	Annually	State-of-Organization highlights and current issues
CPAC & pre/post	Information Review Decision	ISU President	AVP & Senior Leaders	Quarterly	ISU capital project discussion, strategies, planning, etc.
Maintenance Improvement Committee (MIC)	Information Review Decision	Provost	Senior Leaders	Quarterly	Maintenance discussion, planning, funding approval

The leadership uses perception check methodology to assess where the whole organization is going, constantly checking the pulse of the operation so FP&M can sustain a world-class operational excellence.

Senior leadership sets the organizational direction through an INTEGRATED PLANNING PROCESS where facilities planning and management operatives follow academic and fiscal policies set by the university. In doing so, the senior leaders are role models in understanding and staying the course while focusing on stakeholder needs. This requires aligning of plans and processes, empowering teams, analyzing performance, motivating our workforce, and continuously improving our systems and processes. Communication of organization values, directions, and expectations to all employees begins at the hiring interview. It is important for potential employees to understand and accept our work culture before accepting a position.

1.1a(2) As employees of ISU, FP&M leadership is accountable to the Board of Regents (BOR) regulations, and abide by all university, college, and departmental policies, which are available to all staff electronically on the University Policy Library Web site. FP&M provides an environment where employees understand their role and are empowered to achieve self-equity, as well as and organizational equity to meet goals through innovative approaches. In doing so, the Directors Group takes an active role in making known, as well as emulating legal and ETHICAL BEHAVIOR, as prescribed in Figure 1.2-1.

Available to all staff are several mechanisms that allow an individual to question and report any behavior that may be suspect. The methods range from talking with one's direct supervisor for further investigation, to talking with another FP&M leader, internal advisory team member, or this can be done through the third-party hotline vendor, EthicsPoint, (Fig. 7.6a 3&4), as well as through the FP&M electronic suggestion box. As role models, FP&M leaders through example, promote legal and ETHICAL BEHAVIOR. The success of this has been substantiated from the employee survey (Fig. 7.4-8 #15).

1.1a(3) FP&M SENIOR LEADERS CREATE AN ENVIRONMENT OF SUSTAINABLE, EMPOWERMENT, AND INNOVATION. At the organizational level, FP&M is moving from a functional focus to process focus. FP&M is geared to customer success, rather than just meeting the bottom line. FP&M creates an organizational workforce learning through training opportunities for staff available in-house and outside FP&M. As a cycle of refinement, the introduction of the in-house FP&M Academy in 2001 has helped to provide on-line training, available 24 hours/7 days per week, to facilitate education and skill-based training. Training is now accessible to all employees at their own pace, and provides employees the opportunities to enhance their skills during down time. Employees, including senior leaders, are encouraged to take classes throughout the span of their employment to hone their skills, and to learn about the latest advancements related to their profession. Senior leaders give guidance to staff to assure they are attending the requisite number of training hours on an ongoing basis to garner or maintain the knowledge and/or skill base required for their position. This data is collected to determine if appropriate resources are put in place, and information and knowledge are provided at the right time and place. Data are logged for time spent and cost (Fig. 7.4-2 and 7.4-4), and used as performance indicators for organizational advancement and individual performance reviews.

Organizational learning occurs when employees, at all levels and cross-functions, come together and learn about an entire process flow of the organization at the business, operation, and process level. These teams` are assembled for events for learning and creating improvements in processes.

Under current university policy, every staff member is required to have an annual performance evaluation by their supervisor. These annual performance evaluation periods are used for personal and organizational goals and objective alignments. The information from these individual reviews filters up the organizational hierarchy, incorporated into the individual senior leader's reviews for individual and unit performance, and goals to set outcomes from these evaluations. At these annual and ad hoc performance review meetings, senior leaders analyze how things are working; look for gaps or misalignment in leadership understanding; analyze leadership decision-making, information flow, or system analysis to determine preventative and corrective action steps; and implement initiatives throughout the organization and the LEADERSHIP SYSTEM to mitigate problems or enhance goals and actions. These gatherings serve as both a learning opportunity and a means to deploy findings.

The AVP holds regularly scheduled perception checks with ALL senior leaders to develop an understanding of what is working and to identify areas that need to be addressed both organizationally and individually. The AVP also meets regularly with secondary, tertiary, and key staff from business units one-on-one to get the pulse of the organization and to mentor individuals on a one-on-one basis. With the message addressing organizational effectiveness, operational excellence, and building high-level relationships for customer success operations, the AVP aids this group in developing personal leadership skills, as well as aid in identifying learning opportunities. Senior leaders and process owners monitor FP&M's organizational well-being, and results are verified from the above process at every perception check and at regular performance reviews.

Issues pertinent to the FP&M organization warranting immediate action and/or in-depth follow up are discussed at the regular directors' meeting, held each Monday, and at other scheduled project and monthly management staff meetings (Fig. 1.1-3). These gatherings serve as a means to not only learn as a group, but also deploy new information and findings.

These efforts have allowed ISU FP&M TO BE RECOGNIZED AS AN INTERNATIONAL WORLD-CLASS ROLE MODEL AMONGST ITS PEERS as reported by the number of visitors coming to see how ISU FP&M performs with allocated resources (Fig. 1.1-2).

The combination of all these actions allow FP&M to not only address current issues, but also plan and project future needs to aspire to reach its vision. FP&M calls succession planning accession planning, whereby each member of the organization,

regardless of standing, plays an active role in preparing future leaders for opportunities internal and/or external to the FP&M organization.

In support of these efforts, a leadership curriculum is under development. This curriculum will not only provide the next layer of managers and supervisors (aspiring leaders) with a foundation of leadership tools, but also make available a forum to discuss theory via a FP&M practicum. Additional preparation opportunities have been active participation of FP&M staff in the Ames Leadership Program, and now the new ISU Emerging Leadership Academy.

1.1b Communication and Organizational Performance
1.1b(1) The AVP, has initiated consistent adherence to systematic methodologies of TWO-WAY COMMUNICATION throughout the entire organization to provide clear values, direction, and expectations to all employees, at all levels. This has been achieved through new employee orientation; regular world-class awareness orientation sessions; perception checks at all levels; and weekly, monthly, and quarterly meetings with direct reports, secondary reports, and tertiary reports. To complement the effort to provide a learning and teaching environment, a consistent message and open communication through the organization takes place through FP&M bi-monthly forums and an annual FP&M Employee meeting. These gatherings serve as a method for two-way learning, as well as deployment of pertinent information. Other communication methods include scheduled meetings (Fig. 1.1-3), electronic suggestion box, and hard copy publications, media information through Web-based technology, in-person and on-line training and development activities, and availability of knowledge management data.

Employees have established a FP&M internal advisory team represented by staff members from each business unit who discuss and provide input to senior leaders regarding FP&M culture, direction, and expectations. Shop meetings, work-unit meetings, bi-monthly forums, town hall meetings, and annual performance evaluations ensure that TWO-WAY COMMUNICATION is frequent and continual allowing for team learning and additional deployment of information. Information garnered from employees is shared at directors' meetings for analysis and action to enhance group learning. An additional means is available for discussion topics via the electronic suggestion box, whereby topics can be raised and questions asked. A formal process in handling these inquires assures prompt feedback and follow up. All these serve to enhance the already existing methods, as well as provide additional opportunity for providing input.

Organizational communication, as well as feedback, is complemented by using the network of meetings as shown in Figure 1.1-3. Meeting notes are available to FP&M staff via electronic files, as well as through FP&M news bulletins, e-mails, and FP&M Web pages.

In support of gaining recognition for FP&M staff, the directors group now collaborates on submitting candidates for consideration of university awards. In the past three years, FP&M staff have been recognized in each year for a P&S University award, and FP&M has increased the number of award winners. Employees are recognized at a luncheon for 10, 15, 20, 25, 30, 35, and 40 years of service.

1.1b(2) SENIOR LEADERS REVIEW ORGANIZATIONAL PERFORMANCE AND CAPABILITIES DURING WEEKLY DIRECTOR MEETINGS, MONTHLY STAFF MEETINGS, AND INDIVIDUAL PERCEPTION CHECKS. One of the many measurements for assessing feedback from our customers is an annual survey sent to stakeholders for their comments on the performance of key work units (Fig. 6.1-1). Key customers (Fig. P.1-7) provide feedback to the area of focus, which helps individual FP&M work units with the necessary information for assessing improvements and adjustments. Stemming from these opportunities to learn, as well as deploy findings, has been updates to the strategic action plans (Fig. 2.1-2).

Systematically throughout the organization, there is clear linkage of managers and supervisors assessment methods through knowledge management, or through various sites on the Web pages. In order to document organizational performance review, FP&M has identified five key strategic metrics (Fig. 2.2-1). These include two satisfactions, an expectation, a financial, and an effectiveness measure. Leadership evaluates up-to-date information, upon which adjustments are made to make improvements in operational activities.

Other organizational performance measures are comprised of benchmarking operating costs per square foot, cost effective ratios, labor rates, utility costs, staffing per square feet and acreage, and injury reports. These reports are reviewed and compared with other peer and peer + as reported in Category 7. FP&M has also complemented these tracking metrics with an environmental scan survey (Fig 7.2-4) capturing data from authoritative key customers.

Senior leaders work together and collaborate to assess cross-functional issues that impact the performance of the entire organization. They also work individually in their own work unit to prioritize improvement initiatives and innovations. Priorities focus on ensuring that the stakeholder/customer requirements and critical to quality (CTQ) needs are met through heeding the VOC to meet key customer requirements (Fig. 6.1-1 & 6.1-2). The work unit's director, managers, and/or supervisors, depending on the scope of the improvement initiative, deploy most improvement opportunities in their respective divisions. Deployment occurs through personal one-to-one interaction with other leaders in the organization via staff meetings or regular meetings, or specially targeted meetings, to disseminate and deploy process improvements, as well as discuss performance metrics requirements to meeting mission, vision goals, and objectives.

FP&M embraces the team learning and teaching community structure within the work environment, which is a primary method to not only create, but accomplish organizational objectives, improve performance, and attain the identified vision. This includes both formal and ad hoc teams when and where deemed appropriate. While it is recognized that not all units will benefit from the formal team format, others are able to identify operational improvements with quick on the go gatherings to solve problems common to each other. By allowing the introduction of a team format, units are able to discover avenues

for identification and implementation of new ideas. Examples include the reduction cycle time for grass-mowing when mowing wet grass, instead of waiting to dry with the usage of newer equipment, and the ability to provide flexible classroom scheduling using the latest technology. Expanding this concept to cross-functional teams initiated a power plant employee safety team and an FP&M support staff team, both of which meet monthly to discuss different issues.

Once a month, there is a manager and supervisors gathering where updates and news from each operation is shared for the common good and to tie into each other's expertise. This event is a primary method to proliferate new information to multiple groups within the FP&M organization at one sitting. Bi-monthly open forums and annual town-hall meetings complement these endeavors. FP&M also obtains performance feedback from other university departments, as well as from organizations external to the university to constantly improve processes, which can also become discussion topics at these meetings.

1.2 Governance and Societal Responsibilities
1.2a Organizational Governance
1.2a(1) FP&M governance system ensures management accountability for the organization's actions and financial performance through oversight provided by FP&M administration.

- *Management accountability for the organization's actions*: Directors Group provides accountability for carrying out organizational goals through deployment of strategic planning every two years.
- *Fiscal Accountability*: A detail, line-by-line monitoring and reporting fiscal activity monthly (more frequently if necessary) to both operating unit heads and FP&M administration to provide responsive and proactive fiscal accountability to allow decision making through fact-based, data-driven, and knowledge-based operatives. The secure intranet is used to share and access fiscal data. FP&M is monitored by ISU fiduciary operations.
- *Internal Audit*: FP&M receives an internal audit for its process throughout the year. FP&M conducts internal audits of organizational units at regular intervals to assure continuous process improvements. FP&M takes a proactive approach to cooperate with auditors to not only seek out improvements to existing business practices, but also confirm appropriateness of new and existing initiatives to move the organization into 21st century sustainable practices. Federal agencies, State agencies, and university departments audit FP&M.
- *Protection of stakeholder interests*: FP&M employs the Request for Proposal (RFP) Process to develop and execute contracts for all goods and services for the best interest of the university.

1.2a(2)FP&M's senior leaders are held accountable for activities and assets for which they are entrusted by the university (parent corporation). The AVP is held accountable to the vice president for business and finance (VP B&F), the president, and the BOR through FP&M

organizations performance. Evaluations are based upon meeting all aspects of functions of the organization stipulated in meeting or exceeding key customer requirements (Fig. P.1-7) within the very stringent limited resources within each budgetary year. Performance reports are provided to the central administration for all units within the operations.

1.2b Legal and Ethical Behavior
1.2b(1) Consistent with our higher standard commitment, FP&M goes beyond the regulatory compliance (Fig. 7.6-1). However, as a supporting operation under the umbrella of ISU, FP&M's impact on the community is seen as an undistinguishable element of the university as a whole.

FP&M partners with the City of Ames, Story County, and the State on various projects, such as a joint agreement on getting energy needs, joint teams for emergency preparedness, pandemic response, and flood watch. Fire and life safety costs are partnered. Most policy and technical matters relating to community issues are jointly worked out. FP&M meets or exceeds safety requirements of environmental and hazardous material protection through joint comprehensive planning processes, which includes analysis of applicable laws and regulations, as well as ongoing risk assessments. FP&M conducts an annual risk management assessment and survey, and conducts regular scheduled monthly walk-through safety inspections.

FP&M maintains awareness through regular communication channels at designated and stipulated, as well as ad hoc meetings, and proactively work problems and issues to anticipate public concerns. FP&M is able to address issues that arise by facilitating problem resolution at both the staff and policy levels. Affected and appropriate work units have a direct liaison and close contact with local and state agencies.

FP&M provides the most cost effective and efficient provider of services to the university, while providing safe, attractive, and productive academic facilities. Customer service is a significant responsibility of this organization, and requires a cooperative teamwork philosophy to create a working environment that stimulates the development of new services, and encourages innovative approaches to improvement of existing services.

FP&M follows applicable state and federal regulations (Fig. 1.2-1) to ensure the safety of staff and public (e.g., work performed on public roads and hazardous waste disposal). Crucial actions taken include:

- Performance monitoring to demonstrate compliance with air and water pollution laws are regularly established.
- Advanced customer notification of scheduled university power outages and road closures, and provide customer input regarding scheduling of these activities that may interrupt routine work.
- Established procedures and arrangements with other providers to restore vital utility services in the event of power outages caused by equipment failure or severe weather.
- FP&M must balance regulatory compliance with prudent monetary accountability. FP&M meets all regulatory compliance requirements while striving to uphold the expectations of being good stewards of university assets (State of Iowa).

Figure 1.2-1 Legal, Regulatory, and Ethical Behavior

Legal and Ethical Behavior	Key Risk Reduction Processes	Measures & Indicators	Targets
City (Ames) County (Story) State (Iowa)	Energy needs; Emergency preparedness; Pandemic response; Flood watch; Fire and life safety	Joint comprehensive planning; Annual risk assessment and survey; Weekly walk-through safety inspections	Annual planning; 100% compliance; Every Monday (Fig. 7.6-1)
State and Federal Regulations	Safety of staff and public	See Figure P.1-6	100% compliance (Fig. 7.6-1)
Provider of services to the university	Cost effective; Efficient services; Safe, attractive, and productive academic facilities	Customer notification of scheduled power outages and road closures; Customer input regarding scheduling; Restore vital utility services in the event of equipment failure or severe weather	Electronic notification for every event; Customer input for every event; Event dictates response time
FP&M staff legal and ETHICAL BEHAVIOR	FP&M Employee ethics training	New employee ethics training; On-line academy refresher course	100% participation (Fig. 7.4-2); Annual electronic submission
FP&M leadership legal and ETHICAL BEHAVIOR	FP&M Leadership ethics training	Ethics training (same as above); Annual conflict of interest statement; FP&M all employee survey	100% participation (Fig. 7.4-2); 100% compliance; 60% compliance (Fig. 7.4-8 #15)
Stakeholder interests and requirements	University policy and procedures; University Confidential Hotline	FP&M Business Service staff; ISU fiduciary operations; Vendors; Technology support of processes	100% compliance (Item 7.6a-3&4)

1.2b(2) FP&M proactively promotes legal and ethical conduct with a multi-faceted approach. Employees receive mandatory ethics training shortly after being hired and in regular orientation. A refresher course is required via the on-line academy to maintain an awareness and promote good habits. Leadership at all levels communicate to employees the importance of business ethics and the stringent public scrutiny that government employees can and should expect in being good stewards of public property and assets. Once a year, the university has employees review and sign a document that affirms that they are not engaging in conflict of interest activity. Complementing the university practices are FP&M's project audits and exception report card. All of these systems are set up to enhance ethical practices and good stewardship of stakeholder interests and requirements in the best interest of the parent organization, ISU.

The University Confidential Hotline handles issues that stem from ethical or financial practices in confidence for employees or groups of the ISU community (https://secure.ethicspoint.com/domain/en/report_custom.asp?clientid=10745). This hotline was established in early 2005 (Item 7.6a-3&4).

Checks and balances are part of the normal business routine for our organization that is governed by university policy and procedures. Ongoing monitoring is done internally by business service staff, and externally via daily interactions with ISU fiduciary operations, as well as some of our external vendors. The use of technology in support of our processes also helps to provide a means to monitor ethics. ISU has 34 Web links in the On-line Policy Library.

In addition FP&M asks its staff in the all employee survey (question #15) to comment on leadership ETHICAL BEHAVIOR (Fig. 7.4-8).

1.2c Support of Key Communities

1.2c (1&2) FP&M's culture is service to the campus and surrounding communities. Senior leaders encourage participation in community activities that are aligned with the core values of FP&M (Fig. P.1-2). Senior leaders recognize that our key communities are the City of Ames, surrounding communities, and Story County. Any person can request, through their supervisor, to support, participate, and/or volunteer a considerate amount of time and expertise to related key communities.

Key communities and expertise are also determined by our key customers (university administration, faculty and staff – Fig. P.1-7), as well as influenced by some of our beneficiaries. FP&M gets involved with most major campus events that are officially sanctioned, such as Odyssey of the Mind, Special Olympics, VEISHEA, etc.

FP&M recognizes the community as an essential stakeholder. The organization has a process (Fig. 1.2-2) for allowing organizational members to identify additions and delete community support endeavors. Annually, our staff takes part in community drives to collect gifts, toys, food, and school supplies for local needy families and children.

(see Glossary)

Operational units hold individual fundraisers, as the need develops, receiving funds to defray a hardship. FP&M supports the university's involvement in the annual United Way Campaign by being volunteers, and contributing to United Way and to other local charitable organizations. The past two years FP&M has exceeded its goal in personal voluntary giving (Fig. 7.6-3).

The AVP, senior leaders, and staff are members of organizations that help perpetuate the support of community activities such as Rotary, Ames Chamber of Commerce, Ames Business Improvement Council, and IRPE. FP&M also has members on joint task forces for city, community, and regional activities including metropolitan policy; technical representative for the university; inter-agency liaisons; Leadership Ames Program; and Ames Parks and Recreation. These members play major roles for the betterment of the community, and support of its organization, economic development, and planning and development activities.

Given FP&M's operating environment, along with the affiliation to others at ISU, formalizing volunteer or contribution expectation efforts is not encouraged or discouraged in an effort to avoid stifling individual preferences and choices. However, the organization does exercise its flexibility in support of a multitude of fund raising activities, as well as encourages and supports staff to participate in their local communities.

Figure 1.2-2 Community Support Process
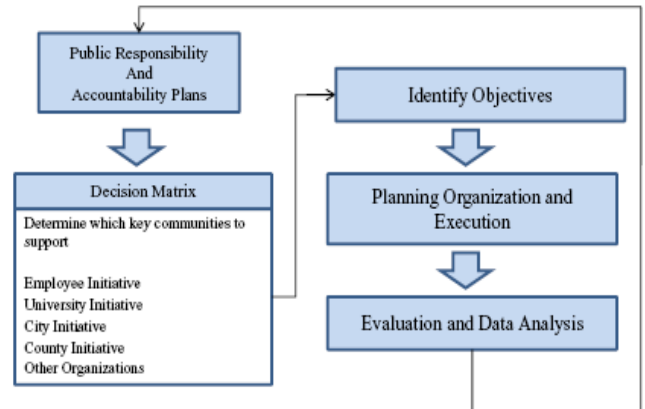
Senior Leaders take an active part in associations to support volunteer efforts.

As a state agency, formal and group support beyond what is required is encouraged, as long as conflict of interest is minimized. Case-by-case approval by individual unit leaders enables work units to maintain proper staffing while supporting community endeavors and betterment.

Category 2. Strategic Planning

2.1 Strategy Development

In 2003, Facilities Planning & Management (FP&M) embarked upon a comprehensive Strategic Planning Process, starting with a study document discussing SWOT (strengths, weaknesses, opportunities, and threats). The Strategic Planning Process required the organization, not only to solicit input from customers (Fig. P.1-7) and partners (Fig. 1-8) (focus groups), but also involved an external peer review consisting of a panel of experts from peer institutions. Our internal strategic planning, completed in May 2004, and now in 2007, reflects our response to the strengths and opportunities pointed out during the Strategic Planning Process and external visit. These planning efforts also align with the Vice President for Business & Finance (VP B&F) and the Iowa State University (ISU) strategic plans.

2.1a Strategy Development Process

2.1a (1) At the end of 2003, the Directors Group created our new strategic planning process (Fig. 2.1-1) to replace individual operating unit planning which cascades from the FP&M Charter (Fig. P.1-2).

Armed with a process providing a refined purpose, vision, and core values, culminating from the Leadership Institute and the Strategic Planning Process, the organization focused on strategic issues with which all of our operating units can ascribe. Based on the feedback from the Strategic Planning Process, the initial group of teams identified action items (5). From these action items, issue questions were

developed and used as a guide for Strategic Planning Teams.

Figure 2.1-1 Strategic Planning & Update Process
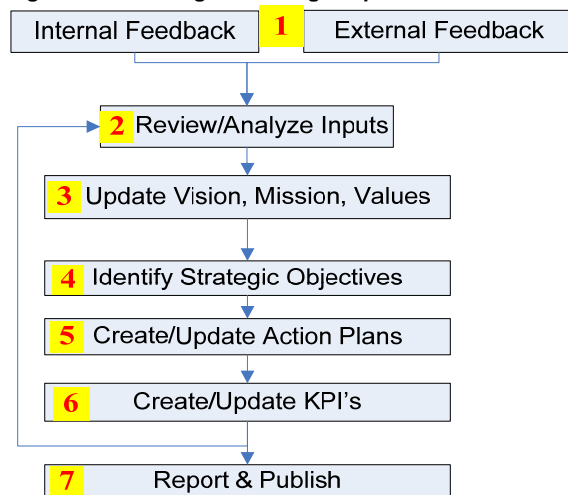
Where appropriate, these strategic planning teams are ongoing and have set in place a succession plan for their continuance. The action plans are used to develop operating unit specific targets, and to rework their individual purpose, vision, and goals to maintain alignment. From this exercise, the organization has been addressing the six strategies, as spelled out by the 2007-2010 strategic planning document.

This initial process allowed the organization to engage a large group of individuals within FP&M to participate in the strategic

planning process in support of the team learning community culture. In early 2007, the planning process was refined based on lessons learned from the previous planning process. The FP&M Directors' Group updated the strategic plan using the process identified in Figure 2.1-1in a much faster turnaround then the previous planning exercises of 2004. The initial outcome was the determination that the purpose, vision, and core values identified for the 2004-2006 Plan are still valid (**3**). Only the strategies, priorities, and actions plans needed updating. The process involves solicitation of input from both internal and external stakeholders (**1**), which is then refined by the leadership (Director's Group), and then reviewed by the Internal Advisory Group (IAT) to engage a large group to identify potential blind spots, as well as increase organizational buy-in (**2**).

It was also important to make sure that the FP&M strategies align with both the VP B&F and the Iowa State University (ISU) strategic plans. Having the Associate Vice President (AVP) and two other FP&M Directors as participants of the VP B&F group directors, serves as a means to identify blind spots, as well as keep the organization's strategic challenges and advantages current. These efforts are complemented by other FP&M Director's participation on a variety of University-wide teams (Item 3.2c3). Thus, through a collective effort, the FP&M Directors Group updates and monitors the strategic challenges and advantages that get incorporated into the strategic plan. Annually the FP&M Directors, at an annual off-site retreat, collectively review the strategic plan and associated action plans to address any issues requiring adjustments and/or updates.

FP&M's core competencies stem from the organization's purpose of developing, maintaining, and operating university community facilities. The FP&M Directors Group spent several gatherings to discuss and identify the organization's core competencies and the strategic challenges and advantages (**4**) (Fig. P.1-2 & P.1-3). These discussions examined the expertise of the organization, taking into account the perspective of our customers, stakeholders, and partners (Fig. P.1-7 & P.1-8).

The organization then takes these competencies, along with the strategic challenges and advantages into account when formulating action plans (**5**) in support of organizational strategies and objectives as described in Figure 2.1-2. Since the university functions on a fiscal year basis, FP&M defines short-term planning as less than one year in order to maximize its flexibility to react to the changing campus environment. Long-term planning is greater than one year, with the exact time frame dependent on the scope of the initiative and the work units/departments involved. Most long-term planning is one to five years as defined by university policies and the demands for change influencing the services provided by FP&M. These cycles also coincide with the State of Iowa cycles because 60% of our funding appropriations come from the state.

To accommodate these time horizons and allow for adequate time to incorporate updates from the campus and B&F strategic plans, FP&M currently uses a three-year

planning cycle, but reviews strategic challenges, advantages, and updates core competencies annually at the Director's retreat. 2.1a(2) A network of leadership meetings are used to ensure that planning addresses our customer needs and expectations, competitive environment, technological advancements, strengths, weaknesses, and supplier/partner conditions (**2**). These gatherings serve as a means for not only team learning, but also as a method to deploy information. In addition, financial, societal, and other potential factor opportunities are collected and analyzed in a variety of ways due to the diversity of services and products FP&M provides (**1**). See Figure 1.1-3 for a summary of these meetings.

Each of our main operating units gather information on the above factors, and analyzes them at a work-unit level. The leaders of each functional area advance these results to the leadership through meetings (referenced above). In conjunction with these unit results, external input is obtained via an institutional environmental scan for FP&M services (**1**). This allows FP&M to not only get a better perspective of trends and potential shifts for services, but also allows us to address major issues of sustainability by looking at what our clients consider most important now and into the future (Fig. 7.2-4). The 2007 version has been compared with the 2005 effort. This confirms and validates FP&M efforts to address its strategic challenges with its strategic advantages and core competencies, and provides assurance that current data collection methods still function properly.

The updated Strategic Plan, along with the core competencies, are shared at meetings and via the Web so that any needed action plans are refined, shared, and deployed (**7**). It is in this way that FP&M maintains agility to respond to changes in expectations from the university community, allowing for input from both internal and external stakeholders.

The use of technology in support of data collection and analysis is ongoing. Data is obtained using methods described in Item 4.1, and then analyzed at the division level (**2**). The analyzed data is shared at leadership meetings shown in Figure 1.1-3 for planning and subsequent action. These gatherings serve as an opportunity for team learning, and deploying information. Pertinent findings are then posted for all staff to view as deemed appropriate. Technology is used extensively in planning and in all phases of our operation. Leading the way is FAMIS.

It provides the organization with a comprehensive and powerful tool for managing all maintenance management activities. This allows FP&M to provide up-to-date and accurate information about key services to campus decision makers in a timely fashion. FAMIS provides the means to increase our facilities management efficiency and effectiveness using a combination of Internet and database technology.

To strengthen its relationships and monitor interactions with competitors and partners (Fig. P.1-8), FP&M uses the PAF improvement process (Fig. 6.2-2) to bolster collaboration with other campus operations (**5**) including ISU Business Services (Purchasing and Printing), who are responsible for dealing with external vendors and other campus departments to enhance their services. To aid in these endeavors, as a result of a TQM, FP&M has complemented its buyer team with a purchasing agent who advocates for FP&M.

Figure 2.1-2 Strategic Objectives, Challenges, Action Plans, Measures, and Results for 2007-2010

Key Objectives (4) & Challenges	Goals	Key Short -Term (ST) & Long-Term (LT) Action Plans (5)	Key Measures (6)	Results (2 &7)	Projections
1. Customer Service Focus – Needs & Expectations	Conduct periodic surveys with our key customers (Fig. P.1-7) (internal & external)	Gather employee and customer feedback through surveys and other methods (ST) and do trend analysis (LT)	Employee & customer satisfaction	Figures: 7.2-1, 7.2-2, 7.2-3, 7.2-4, 7.2-5a&b	Maintain, improve, & address environmental scan issues
	Collaborate with key customers (Fig. P.1-7)	Work with other campus operations in a collaborative effort, e.g. Recreation Services, Business Affairs, Department of Residence, etc. (ST & LT)	Satisfaction & participation	Figures: 7.2-6a&b, 7.2-7a&b, 7.2-9, 7.4-1a	Continue to meet and exceed customer expectations
	Document services in the RMM budget – service level agreements	Work with BFAC on budget and service expectations (LT), create SLAs (ST & LT) and publish service rates (ST)	Budget alignment with service expectations	Figures: 7.3-1, 7.3-2a&b, 7.2-9	Potential budget decrease – affect on services
2. Demonstrate accountability and value-added services	Conduct periodic reviews of services provided	Customer surveys and feedback (ST) and bench & trend analysis (LT)	Results from audits, scans, & surveys	Figures: 7.2-4, 7.2-7a&b	Maintain and increase in budget climate
	Publicize surveys and review feedback	Report results to staff (ST)	Publish Results	Figures: Web & reports – onsite	Utilize technology to continue cycle efficiently
	Comparative benchmarking	Costs below inflation (ST) Benchmark effective labor rates Rates below inflation (LT) Use outside data providers for benchmarks (LT)	Budget levels Shop Effective factors Labor rates. Benchmark data from APPA and Sightlines	Figures: 7.1-1a&b to 7.1-7, 7.5-1, 7.3-3 to 7.3-6 Peer and Peer+ benchmarks	Maintain competitive rates & favorable benchmarks
	Identify and incorporate best practices	Enhance web information Reduce paper transactions Increase use of credit cards	Customer surveys Web transactions Use data	Figures: 7.1-9, 7.5-4, 7.5-5, 7.2-10	Identify internal & external best practices and implement
	Continue to improve the delivery of small projects	Obtain customer feedback (ST) and benchmark process improvements (LT)	Customer feedback Evaluate expectations	Figures: onsite	Address expectation within allocated resources
3. Create workforce that is motivated, trained, well equipped, and customer focused	Position-specific training plans	Do annual evaluations (ST) Develop position specific training plans (LT)	Series & FP&M academy	Figures: onsite	FAMIS academy development
	Develop career opportunities	Do annual evaluations (ST) and develop career paths (LT)	Completed: CM, LA, Power Plant Maintenance	Figures: onsite	Continue efforts
	Feedback on work performance	Meetings & annual reviews (ST) Publish survey results and benchmark (LT)	Best service for allocated resources	Figures: 7.2-7a&b, 7.5-1, 7.5-6 & onsite	Maintain and improve
	Promote health and safety	Safety committees Partner with EH&S (ST) trend analysis (LT)	Training & lost time	Figures: 7.4-4 to 7.4-5	Maintain and improve

	Increase new tools and technology	FAMIS partnership (ST & LT)	Utility & Training Module, FAMIS Updates	Figures: onsite	Training Module development & update install
4. Promote continuous process improvement	Embrace process improvement tools	Maintain commitment to technology & other improvement methods (ST & LT)	Technology budget use, practices/processes	Figures: 7.5-3 & onsite	Maintain commitment to technology, explore methods
	Use tools to evaluate customer service & benchmark	Use customer survey results & feedback (ST) Utilize Sightlines & APPA standards (LT)	Use Baldrige & survey feedback. Bench against peer & peer+	Figures: 7.5-2, 7.2-5a&b to 7.2-9	Maintain & improve
5. Promote collaborative teamwork and organizational effectiveness	Support and encourage the IAT	Rotate membership (ST) & continue to engage (LT)	Membership, gatherings & issues addressed	Figures: onsite	Continue promoting members & utilize
	Encourage staff participation	Increase participants (ST) with a goal to maximize (LT)	Track groups and participation numbers	Figures: 7.4-1a	Maintain and encourage more participation
	Bi-monthly Forums and Annual Town Hall interaction with staff	Utilize to communicate throughout the organization (ST) and review (LT)	Attendance, topics, and effect	Figures: 7.41b	Continue & increase attendance
6. Promote Sustainability in all FP&M activities	Promote recycling & conservation	Recycle through good stewardship Support campus in conservation efforts (ST &LT)	Recycling tonnage, utilities efficiencies, minimize waste	Figures: 7.6-2, 7.3-6	Monitor for opportunities
	Seek environmentally friendly practices	Identify and use appropriate practices (ST & LT)	Practices	Figures: onsite	Increase where appropriate
	Use LEED standards in capital projects	Promote and utilize LEED criteria for campus buildings	Projects	Figures: onsite	Increase where appropriate
	Address deferred maintenance	Promote (ST) and Track (LT), MIC	Utilization of budget for this area	Figures: onsite	Solicit funds and address as appropriate

Her role has been to not only monitor the purchasing activities in FP&M, but also strengthen the buying activities of the group. She takes a lead role in strengthening vendor partnerships and interactions, as well as promoting prudent acquisition behaviors.

Change in services, requests for new types of services, and unusual requests are a constant way of life in a university environment (2). FP&M takes a proactive approach to get out in front of these expectations for continued services. FP&M staff now team up with the Provost Office and college deans to conduct proactive planning for space in support of the university's effort to recruit high caliber faculty (1). Category 2.1b (2) provides additional discussion on sustainability and alignment.

2.1b Strategic Objectives
2.1b (1) FP&M's main strategic objectives, strategies, goals, measures, and process owners are shown in Figure 2.1-2 for the time horizon of 2007-2010.

The most important goals are to maintain favorable trends in the key measures during these budget reduction times.

2.1b (2) Our strategic objectives are in direct relationship to the challenges and advantages identified in response to Item P.2. FP&M challenges and advantages are interrelated to one another. For FP&M to provide support and service, recruiting and retaining the very best people who are team-oriented, customer-focused, understand customer's needs, and have the desire to continuously improve our processes is imperative (4). Incorporated into strategic objectives, challenges, action plans, for 2007-2010 (Fig. 2.1-2) are the interests to exploit innovation in all six identified strategic challenges and objectives (4).
\These, in turn, take into account the identified competencies of the organization and ways to enhance and exploit these areas of expertise. The combination of the new processes (planning and feedback) set in place from the 2003 strategic planning exercise,

along with the new format of strategies with goals (long-term) and action plans with measures (both ongoing and short-term), provide the balance between long-term and short-term challenges and OPPORTUNITIES (**6**).

Taken into consideration during the strategic planning process is the need to not only align with the Division, but to incorporate innovation to address both identified and anticipated challenges and opportunities. Sustainability, short- and long-term, is based on the determination of being a valued service to our key customers (Fig. P.1-7) by providing the best service within the assigned resources as interpreted by the campus administration. Therefore, input from key stakeholders is funneled through the campus administration to either address or retract services based on allocated resources (**1 & 2**). Input from the VP B&F becomes our primary means to ensure strategic objectives address challenges, but also balance the needs of all stakeholders from the perspective of the institution's administration. These findings are confirmed by the environmental scan of our customer leadership (Fig. 7.2-4).

2.2 Strategy Deployment

In 2003, a new strategic planning and deployment approach was used as a process of leading rather than managing. This fundamental shift has put in place some significant changes that affect both internal and external feedback, as well as ongoing deployment.

The updating process (Fig. 2.1-1) started in early 2007, and builds upon the solid framework with new strategic action plans.

Also stemming from the 2003 Strategic Planning process are the adopted changes for soliciting input and feedback from staff, as well as external customers. The established teams and survey methods have been fine tuned and are now being used as a means to complement the new more expedient strategic planning process and overall deployment.

2.2a. Action Plan Development and Deployment

2.2a(1) Key short- and long-term action plans are provided in Figure 2.1-2. The key planned changes usually involve resource allocations. Each fiscal year, the individual operating units have meetings with the FP&M accounting group to establish rates and determine budget adjustments. It is during this time that the unit reviews its resources and determines what action is necessary in order to accomplish proposed action plans (**5**). Deviations are discussed with the appropriate leadership in advance of these gatherings to assess risks, as well as balance unit needs with organizational resources (**2**). It is at these budgeting meetings, where action plans receive final adjustments and are set in place for execution (**7**).

2.2a(2) Action plans are developed and deployed by process owners as described in Item 2.1. This includes posting on bulletin boards, providing updated flyers to inform the workforce, and posting on the Web for the workforce as well as other stakeholders and partners (Fig.

P.1-8) (**7**). Progress and sustainability of the action plans are discussion items at open forums, or at any of the meetings listed in Figure 1.1-3, as well as the overall update gathering which is held annually for all FP&M staff. Those actions, which have been completed and/or show excellent progress/results, then become reportable items in the VP B&F annual report (**7**).

2.2a(3) Complementing the annual fiscal year gatherings for each operating unit to deal with budgets, the organization's accounting unit provides monthly financial updates (**7**).

Since monthly activity is monitored and compared against the previous fiscal years (reports available on-site), the specific unit has up-to-date financial information allowing it to assess accomplishment of unit specific action in support of the identified action plans for the organization (**5**). This also allows monitoring (**1 & 6**) to determine whether allocated resources are meeting current obligations, as well as supporting the accomplishment of determined plans. It is through the use of trend analysis that a unit can determine whether a particular item is an anomaly and/or a change to the norm (**2**). Thus, overall analysis and split budgeting using cost center distribution provides the organization the capability to manage its finances and other associated risks in a timely fashion.

2.2a(4) With constant feedback from the series of meetings described in Figure 1.1-3 (**1**), the organization maintains its ability to be agile in responding to any significant modifications to our deployment and action plans. Units are empowered to take immediate action on identified issues, while taking into account FP&M's core values in collaboration with identified organizational strategies. From these gatherings team learning and deployment of current findings takes place.

Key short- and long-term action plans are included in Figure 2.1-2. The strategies listed in the table address the key changes to enhance our services. It is these cumulative action plans (short- and long-term) that are currently being updated (**5**), while taking into account our core values (Fig. P.1-2) and competencies as described in Figure P.1-3.

2.2a(5) As outlined in the strategic objectives, challenges, action plans, measures, and results for 2007-2010 (Fig. 2.1-2), strategic objectives and challenges #3, #4, and #5 specifically address the workforce plans regarding key short- and long-term action plans. These key objectives and challenges provide details about how FP&M is proactively addressing workforce capability with training and development, use of technology, process improvement, and benchmarking to promote collaboration and organizational effectiveness. Strategic objectives and challenges #1 and #2 discuss the specific actions that FP&M is doing to deal with workforce capacity needs. It is through customer service monitoring (**1**), process improving, and benchmarking that FP&M conveys its workforce needs to stakeholders to meet customer expectations.

The environmental scan (Fig. 7.2-4) is a specific tool utilized to receive feedback regarding future service expectations and needs from key stakeholders.

2.2a(6) Given that FP&M is a small non-for-profit service business enterprise, as well as an internal branch of a non-profit state agency, the organization operates predominantly to provide the best services given the allocated resources. FP&M rises to the task and these efforts can be assessed by looking at the resources (operating budget) along with performance measures of customer satisfaction, expectations, and understanding of service levels (**6**). Performance measures/indicators for tracking progress relative to our action plans are shown in Figure 2.1-1. Measures for the action plans have ongoing progress/completion dates. However, the measures of the individual action plans are consolidated into five organizational KEY STRATEGIC METRICS (Fig. 2.2-1).

Figure 2.2-1 Key Strategic Metrics

Key Organizational Strategic Metric	Figure
Overall customer satisfaction	7.2-5a&b
ISU General Satisfaction with FP&M	7.2-6a&b
Work Meets Customer Expectations	7.2-7a&b
Operating Budget (actual)	7.3-2a&b
Organizational Effectiveness	7.5-1

It is in this way that all action plans and measures align to the organization and cover all areas and stakeholders under the FP&M umbrella (**5**). The priorities and action plans of FP&M are also aligned with ISU Business and Finance. Accomplishments towards this alignment are reported in the FP&M annual report to the Business & Finance Division categorized by priorities.

2.2b Performance Projection
For the FP&M key strategic metrics presented in Figure 2.2-1, performance projections for the short-term are to show improvements from the previous year, and the performance projections for the long-term are to show favorable trends beyond the one year period. These projections align with the short-term annual review and the long-term evaluation of trends in support of FP&M's ability to fulfill the organization's purpose/mission, and to measure organizational progress towards the vision (**2**) (Fig. P.1-2). Projections are based on trends influenced by internal and external factors. They are determined for key metrics (Fig. 2.2-1) by taking into account both the operational factors and the concerns of the economy. Due to the unknown and unpredictable economic/budget situation, conservative projections for the upcoming fiscal year and beyond are either to maintain/sustain with minimal incremental increases. FP&M is actively involved in dealing with the new RMM budget model, and now the pending resource allocation decreases (Fig. 7.3-1). Any reduction in resources to FP&M will have an impact on the services provided. As budget cuts are identified, ramifications are being determined so that customer expectations can be adjusted appropriately. The net effect is that FP&M will continue to provide the best services it can with reduced resources as determined by the key stakeholders. Comparison of the key strategic measures (Fig. 2.2-1) is made against top notch peer institutions (peer) and a set of world-renown institutions (peer+) for the key strategic metrics. In these comparisons, FP&M demonstrates excellent stewardship in providing services that meet and exceed customer expectations given allocated resources. In all cases, FP&M shows favorable trends that exceed both peer and peer+ (Fig. 7.2-5a&b to 7.2-9).

Category 3. Customer Focus

3.1 Customer Engagement
3.1a Product Offerings and Customer Support
3.1a(1) Facilities Planning & Management's (FP&M's) charter (Fig. P.1-2) and its core competencies (Fig. P.1-3) serve as the foundation for determining and innovating services to meet and exceed the expectation of key customers (Fig. P.1-7). FP&M's key product market (Fig. P.1-1) is serviced by Facilities (Custodial, Campus Services, and Building Maintenance) and Utilities (Fig. 6.1-1).
FP&M's customer base is limited to the campus community Faculty and Staff (P.1b2 for additional information). FP&M's primary method for building upon and maintaining customer relationships is through scheduled meetings with university stakeholder leadership. These gatherings serve as a means for not only team learning, but also as a method to deploy information. In addition, FP&M has a systematic methodology of marketing our services. Monthly marketing meetings are conducted whereby customer leaders throughout the campus are invited to hear an explanation of the products and services we provide. In

these meetings, questions such as, "Who are we, what services do we provide, and how can we meet your expectations?" are answered.
In 2005, with a follow up in 2007, an environmental scan (Fig. 7.2-4) survey was conducted with our key customers (Fig. P.1-7). Customers prioritized our services based on the level of importance, other services they might require, and identified future needs (Fig. 7.2-4). Information was analyzed and incorporated into our strategic planning efforts and daily process operations.
After listening to customers from these multiple sources, pertinent information is analyzed and processes are changed, which in turn, affects the services provided. These changes become items of discussion at meetings referred to as forums (Fig. 1.1-3). Identified changes become action items for strategic objectives. Figure 3.1-1 shows our approaches for support and engagement to expand relationships with customers. It is through this process that FP&M systematically identifies innovative ways to enhance services to meet and/or exceed customer expectations.

An example of this process and outcomes is how FP&M has incorporated the use of sustainable (green) products on campus. The custodial group, over the past year, has moved away from industrial chemical cleaners to more ecological friendly products based on stakeholder, partner, and customer feedback helping the organization strengthen a strategic objective (Fig. 2.1-2 #6).

3.1a(2) As customers have become more dependent on mobile, wireless, and connected devices, technology has become our key customer support mechanism. Customers communicate and access information in a user friendly, continuous, systematic approach using the FP&M Website. The Website provides access to vital information on services, projects, and building data for customers, collaborators, and partners (Fig. P.1-7 & P.1-8). We maintain an emergency call center and an after- hours dispatch for immediate access to support staff and services.

Figure 3.1-1 Customer Focused Business Strategy & Support
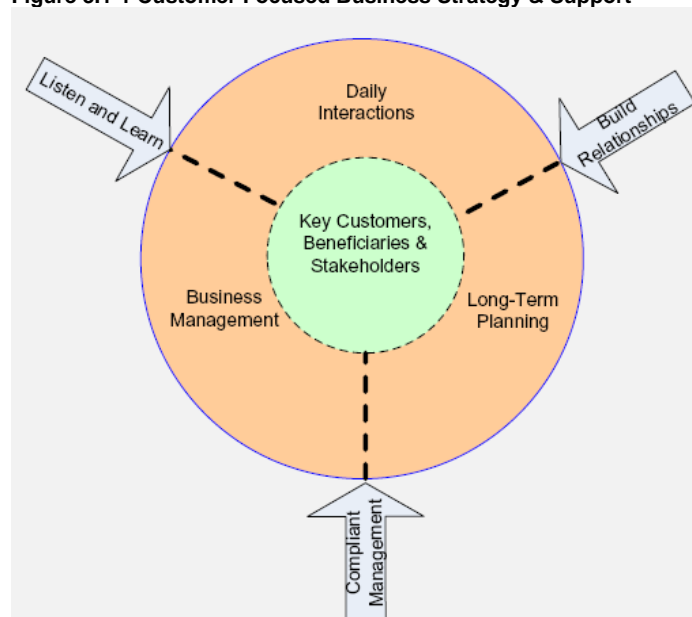
The customer can acquire information and make requests for services 24/7. For example, obtain information on billing, rates, service expectations, campus maps, service request status, and subscribe to receive automatic notifications on service disruptions and work completion. These services have been a draw for visitors (Fig. 1.1-2). Figure 3.1-2 shows customer access mechanisms. Web activity is tracked for utilization (Fig. 7.1-8 & 7.5-5) and appropriate deployment is monitored for customer support needs.

3.1a(3) Direct feedback from the campus administration is the primary method used to set and confirm business needs and directions. In addition, FP&M employees attend conferences to learn new approaches and best practices. FP&M also networks with peer organizations, including annual gatherings with the other Board of Regent institutions, University of Northern Iowa and the University

of Iowa for comparative data, benchmarking, and researching new methods. Refer to Item 3.2c(3) for information regarding exchange of information with peer institutions, and a list of organization memberships. It is from all of these multiple inputs that FP&M keeps its approaches innovative and current.

Figure 3.1-2 Customer Access Mechanism
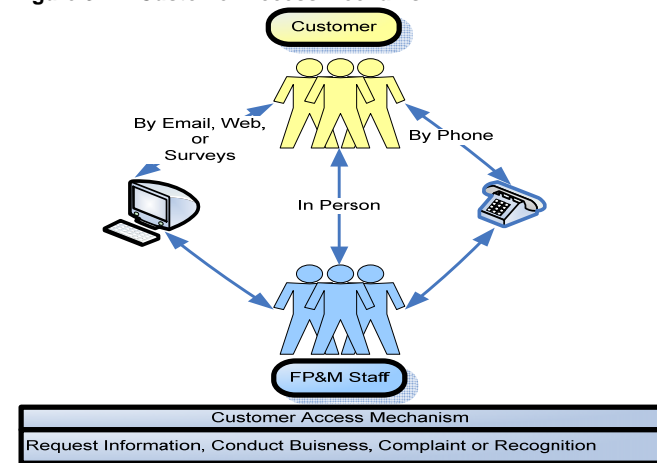
3.1b Building a Customer Culture
3.1b(1) Strategic action plan strategies (Fig. 2.1-2) for FP&M specifically, identifies customer focus and supports Iowa State's strategic goals to improve facilities and support services, and recruit and retain staff. Annual employee performance reviews reinforce these goals and include evaluation of customer service, interpersonal skills, teamwork, and work quality. Of the five key strategic metrics (Fig. 2.2-1), two deal specifically with customer satisfaction. It is with this emphasis that FP&M assures that customer service is the primary focus of the organization's culture, and that performance management, as well as development, continue to look for ways to enhance this focus.

3.1b(2) Refer to the discussion in Item P.2a(1) regarding new markets/customers restrictions and Item 3.1a(1) on approaches for building and managing customer relationships. To enhance these methods, FP&M staff interacts with customers (Fig. P.1-7) and receives daily and actionable feedback. Information also comes from campus administration through discussions with the AVP and FP&M directors. This ensures synchronized responses to our customers from FP&M staff. To complement these feedback mechanisms, work units do additional investigations when warranted. During monthly audits, projects and survey responses are reviewed and customers are contacted to clarify comments and provide suggestions for service improvement (Fig. 3.2-1). Work unit managers continuously meet with key customers (Fig. P.1-7) to seek feedback on services, identify new service requirements, and understand customer expectations.

Figure 3.2-1 Customer Listening Methods

Method	Listen and Learn	Building Customer Relationships	Complaint Management
Advisory Committees	✓	✓	
Customer Perception & Planning Reviews	✓	✓	✓
Focus Groups	✓	✓	✓
Process Owners Meetings	✓	✓	✓
Special Events Coordination	✓	✓	
Service Center		✓	✓
Building Notification		✓	
Customer Surveys	✓	✓	✓
E-mail & FP&M Website	✓	✓	
Annual Reports		✓	
Quarterly eNewsletter		✓	
University Publications		✓	

3.1b(3) Because of our continuous interaction and ability to capture customer requirements and satisfaction, we know immediately when changes in requirements may impact our business and the solutions we develop.

For the last five years, FP&M has been using Baldrige criteria to complement the other feedback methods already discussed to help improve the organization. The recognition (Fig. 7.5-2) supported by an assessment complements our other methodologies for organizational and work unit design and improvement.

The environmental scan (Fig. 7.2-4), discussed in Item 3.1a(1), which surveys our primary key customer group is an additional feedback mechanism. This information is then incorporated into the organization's assessment to evaluate the need to change direction or develop new business processes.

3.2 Voice of the Customer
3.2a Customer Listening

3.2a(1) The primary customer listening mechanism for actionable items from our customers is the use of the FAMIS System and links through Web interfaces. These interfaces make the interaction user-friendly for our customers to enter their requests and allow FP&M to capture, track, respond, and do follow up through all stages of the service request. Both formal and ad hoc reporting allows the FP&M organization the ability to further analyze aggregated data.

This information is combined with workflow timeliness and customer feedback via surveys to address any issues. These discussions happen at the monthly audit review.

FP&M Staff are involved in many ad-hoc customer groups and committees, some focused on larger, institutional priorities. Others are specifically organized with the expressed purpose of establishing and maintaining an ongoing dialogue with customers. These groups are critical to our success and that of our clients.

Since FP&M does not differentiate between customers (Item P.2a1), all input is acted upon, which comes from both on-line and via telephone sources. Follow-up surveys for completed jobs are included in the monthly project audits, along with any additional input from customers. Multiple communication methods (telephone, Web, intra-campus mail, etc.) enable the university community to let us know about their issues, complaints, and concerns as they arise. Our internal FP&M customers may also use these methods to address their complaints, issues, or problems.

Our service center phone number is promoted and serves as an emergency call number for customers with maintenance emergencies, such as water pipe breaks or roof leaks. Consistent and appropriate action to emergency calls is guided via an established set of protocols. During regular business hours, when the service center receives an emergency call, they immediately dispatch the appropriate personnel, and then create a work order in FAMIS. For non-emergency calls, a work request is entered into FAMIS and scheduled. Our service center phone is answered 24/7, and emergency calls are addressed on a daily basis.

We have developed a diverse set of skills and services to respond to the needs of the varying groups of customers (Fig. P.1-7) within the campus community. Our primary method for collecting complaints and providing feedback is through technology (Fig. 3.2-2). Through the use of the FP&M external Website, customers and beneficiaries (Fig. P.1-7) can obtain valued information at their discretion. Customers can submit an actionable complaint through our service request (SR) process (FAMIS), or for emergency needs, can call 4-5100 (Service Center). This provides a systematic and formal process dealing with customer needs and issues. Those wishing to submit or voice concern about our processes and procedures can utilize other methods, such as referrals from university administration, telephone conversations, campus mail, or e-mail.

Regular meetings and perception checks between FP&M management and FP&M employees are used to verify that all staff is cognizant of the need to satisfy the voice of the customer (VOC). To ensure that contact requirements are deployed to all FP&M employees, customer contact expectations are explained at staff meetings. In addition, technology is used extensively as a means to complement existing communications. Thus, these gatherings allow for team learning and deployment of pertinent information.

3.2a(2) Ongoing interaction through inter-institutional gatherings, with other BOR schools, Big Ten and Friends, and Big 12 are the main sources of input to obtain input from sources other than our customer base. These gatherings provide dialogue about trends, best practices, opportunities for improvement, and shared points of

wisdom. Our public web access provides a medium for potential customers (Fig. P.1-7) to view our services and performance, and make inquiries.

Our philosophy is to provide access to data about our activities to customers through efficient use of technology. Design of our external Web page not only solicits input, but also provides dynamic information to our multiple customers. A broad set of advanced technologies provide customers with a variety of means to communicate the information we need to fulfill critical requirements associated with achieving high levels of customer satisfaction. This information may relate directly to specific projects or to general operations. Another service is the utilization of subscribe/unsubscribe notifications for activities happening in campus facilities, such as utility outages and road closures. Campus customers may subscribe or unsubscribe, allowing each member of the ISU community to personally control the flow of information to them from FP&M. We track subscription activity and monitor utilization of Web services (Fig. 7.1-8 & 7.1-9). This allows us to track trends.

3.2a(3) FP&M's first goal in complaint management is to resolve issues quickly, firsthand, and at the process level that initially generated the complaint.

Due to our diverse work functions, complaint management can vary within different FP&M work units. FP&M manages its complaints through the Service Request (SR) process. The SR process is a systematic and formal process utilizing the Web, calls on our emergency 4-5100 number, referrals from university administration, or an e-mail. These issues then flow into FAMIS for tracking and appropriate action. It is through the interaction of the Web, e-mail, and FAMIS that the customer receives immediate feedback (in most cases automatic) on the action(s) being taken, allows the customer to track that resolution at their discretion, and prevents any request from falling between the cracks (Fig. 3.2-2).

We have designed our complaint resolution process to resolve complaints as soon as the customer submits them, reduce customer concerns, and eliminate similar or redundant complaints. Two philosophies accomplish this: 1) FP&M operates in a proactive mode with staff at every level, trained to anticipate a problem, and seek solutions before a complaint is filed; and, 2) FP&M seeks out the root cause(s) of the complaint, and considers the likelihood that there is a systematic, rather than isolated, problem. The service center is the primary contact point that receives most complaints. Service center personnel immediately contact a representative within the work unit to take corrective action. While complaint data collection and analysis is work unit specific, at various meetings complaint issues are shared and discussed between work units as part of the meeting (Fig. 1.1-3). In this way, the group learns from the discussion, as well as deploys findings.

At times, a team approach to complaint resolution is more appropriate to identify root cause(s). Upon analysis, senior leaders may determine the need for a charter team.

Figure 3.2-2 Customer Complaint Resolution
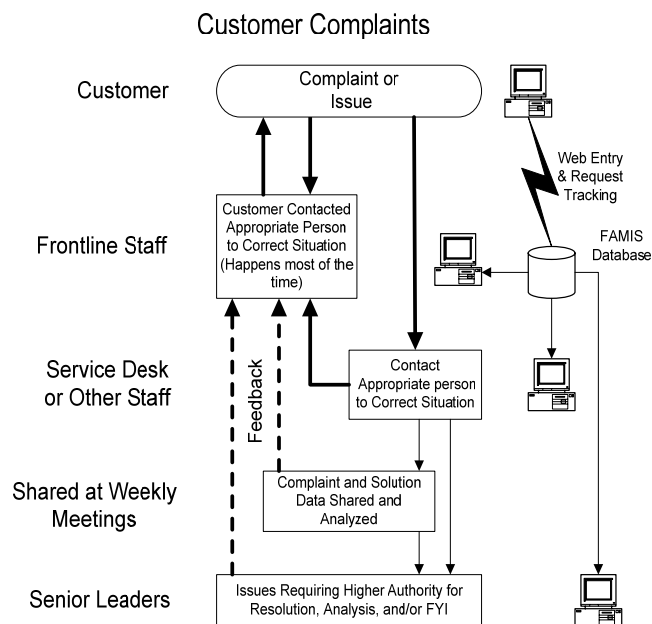
Our custodial services unit is a good example of how we implement the team learning approach for process improvement related to a complaint. If there is an issue that becomes reoccurring, or if a resolution requires a process change and is outside one employee's scope of authority, the custodian forwards the issue to the appropriate starpoint leader to discuss at the monthly starpoint council meeting (Fig. 5.2-1). If within their boundaries, the starpoint council will make every effort to resolve the complaint. If the best solution is determined to involve action items that are beyond their direct scope of authority, the council will forward their recommendations to the custodial manager for approval. When applicable, these standards are updated as part of the complaint resolution process to minimize the likelihood that the same problem will occur in the future.

3.2b Customer Satisfaction Determination
3.2b(1) Our goal is to provide the very best services possible within our allocation of resources. Customer satisfaction is two of our five key strategic metrics (Fig. 2.2-1). Engagement is determined by multiple factors, which include use of the Website (Fig. 7.5-5), customer understanding of FP&M processes (Fig. 7.2-8) and service levels (Fig. 7.2-9), and by the volume of work orders (Fig. 7.2-10) processed on behalf of FP&M customers. By comparison, FP&M's resources are less than the peers (Fig. 7.1-4 to 7.1-6), but also by comparison, customer satisfaction is greater when compared to peers (Fig 7.2-5a&b to 7.2-6a&b). The FP&M organization has established an internal benchmark to satisfy 70+ % of the ISU community (Fig. 7.2-5a&b). FP&M has consistently met and exceeded that target given available resources.

The individual work unit surveys (Fig. 7.2-1 to 7.2-3) for key work unit processes (Fig. 6.1-1), Building Maintenance, Custodial Services, and Campus Services, is captured annually, which is then rolled up into the organizational overall metrics compared to peers (Fig. 7.2-5a , 7.2-6a, 7.2-7a) and peer+ (Fig. 7.2-5b, 7.2.6b, 7.2-7b). Feedback comments are also solicited as part of the survey process. Process managers and project coordinators review survey information and make contact with customers (Fig. P.1-7) to gather additional information. Process managers review feedback with staff and identify actionable items which can provide for positive process outcomes. Internal customer surveys are also conducted annually and periodically for services such as Computer Support Services, FP&M Accounting, and the Service Center (available on-site). Results are shared with the organization, reviewed by the work unit and action items undertaken to gain process improvement.

3.2b(2) Costs for specific services are compared to local competitors, who can also be our suppliers of services. The evaluation process is the same for outsourced services; a contractor performs the work, but the work is still managed by FP&M. Because of this direct contact with some of these suppliers, FP&M internal customers and personnel keep us well informed on contractor performance, and their level of customer satisfaction with the work.
Benchmarks focus on comparing key work unit processes (Fig. 6.1-1) with peers to evaluate the ability to meet and or exceed customer expectations. We use MAPPA, APPA, NACUBO, SCUP, IDEA, and other peer organizations to network and discuss best practices, and Sightlines to benchmark key strategic metrics (Fig. 2.2-1). Senior level meetings include regular discussions on how best practices relate to our specific customer satisfaction issues. Question and answer sessions precede regional and national meetings, such as Big Ten and Friends and the Big 12 conferences. Such exchanges are very beneficial for determining customer satisfaction benchmarks.

3.2b(3) Because FP&M is a collection of diverse operating work units, each offering different services, the method(s) for obtaining customer feedback varies accordingly. This flexibility allows the individual operating unit to target their key customers (Fig. P.1-7), as well as determine the best method for obtaining customer input regarding services. Key work units (Fig. 6.1-1) that provide services on a continuous basis to customers (Fig. P.1-7), use a survey approach as a mechanism for satisfaction/dissatisfaction determination (Fig. 7.2-1 to 7.2-3). Customer satisfaction of maintenance and operations is determined by analyzing customer surveys, conducting meetings with building supervisors, and convening customer listen/learn methods described in Item 3.1b(2). This promotes group learning and serves as a means to deploy pertinent findings. Some work units have customers who may be one-time recipients of services. In these cases, other methods are used to determine satisfaction/dissatisfaction. This ranges

from meetings with actual customers, feedback from campus administrators, as well as other methods listed below. For example, at the close of a small project, the PCC invites customers (Fig. P.1-7) to respond to an electronic survey to assess the process for completing their project. The FP&M organization measures dissatisfaction by looking at the satisfaction indicators peers (Fig. 7.2-5a & 7.2-6a) and peer+ (Fig. 7.2-5b & 7.2-6b) together with the increasing request for services as measured by customer requests work orders (Fig. 7.2-10). This tells the organization that customers are satisfied and that services are in demand.
For those work units utilizing a survey process, previous year's responses and other customer feedback are compared to determine effectiveness of improvement initiatives. Information gleaned from these surveys is used to change or improve our processes. The information is used on several work unit levels. If the issue is not within their span of control, the work unit relays the issue to the appropriate management level.
Senior leaders and their designated staff analyze customer feedback measurements and comments. During staff meetings, action plan options are developed, discussed, and decided so that all participants learn as a team and become involved with deployment of findings. Depending on the scope or the initiative, other work units may be called upon to be involved in this process.
One action taken in an attempt to exceed customer expectations is a monthly process audit for small projects. Administrators review completed projects for process inconsistencies and deficiencies. Information is shared with Construction and Project Coordinators and they are requested to meet with the audit team, comment on the results of the audit, and review processes for possible improvement. Customers wanting to provide feedback related to satisfaction of services are increasingly utilizing the Web (Fig. 7.1-8 & 7.5-5).

3.2c(1) As the asset manager for Iowa State, FP&M is required by the State of Iowa and Iowa Board of Regents to develop, operate, and maintain campus facilities, which support the land grant mission for teaching, research, and extension. FP&M manages space that accommodates administrative, classroom, teaching lab and research lab functions, as well as museum, athletic, performance, conference, hotel, recreation, and animal care facilities. Our key customer groups are FACULTY, STAFF, AND ADMINISTRATION OF THE UNIVERSITY, who are the direct users of products and services (Fig. P.1-7). FP&M considers its key customers as the critical patrons who influence our operational decisions. Other groups, such as students, visitors, and BOR, are beneficiaries of our services received by our customers. In general, the basic requirements for our services are the same for all groups; primarily meeting customer expectations in a professional and courteous manner, constrained by our limited allocated resources and impact of regulations as a non-profit state agency. Requirements include being responsive to critical customer

needs as appropriate, as well as demonstrating good stewardship (doing the best we can with the resources allocated).

FP&M avoids segregating faculty from staff since segmentation is viewed as a deterrent to fair and quality service. Benefactors of our services include university stakeholders, students, alumni, visitors, and others, such as the Board of Regents and the State of Iowa. The combined needs of these groups are the reason for our existence, and their input is filtered through our key customers (Fig. P.1-7).

Our target customer groups beyond the General University consist of ISU community departments such as Athletic Department, Memorial Union, Iowa State Center, Recreation Services, Department of Residence, Ames Lab, Alumni Association, and Reiman Gardens. Target groups in the ISU community can acquire services of competitors. Determining which customers to pursue is a process of reviewing and discussing the adequacy and scope of products and services, and our ability to "right size" and manage service offerings.

As a service branch of a non-profit state agency, we are restricted from competing with private contractors and suppliers and marketing services outside of the University. Sometimes our customers receive services from private contractors and suppliers to supplement our efforts. In these cases, the contractor is seen as an extension of FP&M's services and FP&M manages the contract, since we are the asset manager for the General University, and first point of contact for customers. Contract services supplement areas of expertise or volume of services, which FP&M cannot currently provide. Utilization of contract services also provide efficient and cost effective services.

3.2c(2) Recognizing that FP&M is a service branch of a state agency, acquiring new business opportunities and new customers are not part of the organization's focus. Instead, the emphasis is on providing exceptional service to EXISTING CUSTOMERS given limited allocated resources. We do have several listen and learn mechanisms to determine key customer requirements (Fig. P.1-7). The associate vice president (AVP) and senior leaders are in direct contact on a regular basis, with leaders of faculty and staff. In addition, they solicit input and monitor activities from beneficiaries, such as student groups, to understand changing expectations and requirements, and to determine how best to respond to them adequately and responsibly within the limited allocated resources. Members of the Directors' Group are on many diverse committees, both on and off campus, that give direction to various facets of the university system administration. When the Directors' Group meet each Monday, they exchange information and make decisions, and then communicate this information to their direct reports. The outcome is that FP&M discovers and understands market focus and how services may be expanded within our existing market base.

One of the primary methods of communicating with customers is via the Web (Fig. 7.1-8 & 7.5-5); other methods include scheduled meetings, phone calls, electronic mail, traditional mail, and the environmental scan survey (Fig. 7.2-4). The environmental scan survey allowed FP&M to solicit input from the campus decision makers in order to evaluate existing services, as well as project future needs. This information and data was shared throughout FP&M during regular meetings shown in Figure 1.1-3, and informally during daily work processes to support team learning and encourage overall deployment.

Key customers on campus know when something needs to happen or they have a concern, they can call the emergency (quick response) number 4-5100 (Service Center), or do a Web service request. Depending on the urgency, the request will either be dispatched to the work unit for immediate action, and/or logged into FAMIS for timely processing. To complement the emergency response, utilization of cell phone technology is replacing our pagers and two-way radios, which is improving our response time effectiveness. Information is also collected through one-on-one interactions, surveys, the work request - complaint resolution process, scheduled meetings, directives from ISU administration, and the governing boards as to the needs and requirements of customers. FP&M also gleans customer information from other outside organizations, and discusses their potential within FP&M.

FAMIS provides another method of systematic data collection as shown in Figures 7.1-4, 7.1-5, 7.1-6 and 7.5-6. These trends show that FP&M provides equal to or better service expectations with fewer resources than our peers do. Managers, supervisors, and directors analyze and use this critical data to make on-going work adjustments of people, materials, and supplies on a weekly basis.

Direct and continual contact with our customers keep us well informed of their needs. It is recognized that a survey instrument is not a catchall for obtaining customer feedback. Operating units are allowed and encouraged to utilize other methods that may assist them in capturing customer feedback.

Staff, supervisors, and managers share issues related to customers via formal and informal work unit discussions. These sessions aim to identify the critical factors in each customer group's level of satisfaction, as well as to refine awareness of critical customer requirements. These factors and requirements are determined for all customers.

Because customer demands can be competing for the same limited resources, FP&M becomes an active partner in identifying and recommending to the campus leadership where the limited resources should be focused. The intent is not only to satisfy the customers, but also the beneficiaries as identified by the university leadership.

Staff from different work units also collaborate on cross-functional committees and teams to create or improve processes, and to discuss overall performance or customer service issues. Feedback is analyzed within work groups, and relevant information is shared during regular meetings shown in Figure 1.1-3.

Requirements of customers are communicated throughout the organization through one-on-one interactions, scheduled meetings, and directives from administration and governing boards. In this way, updates and pertinent information is disbursed. These methods of customer feedback, analysis, planning, and action have been used for many years.

3.2c(3) Because of the nature of our diverse services, along with the variety of methods used to solicit the voice of the customer (VOC), each operational director is required to take action as deemed appropriate within their work units. As stated above, the feedback and input captured is utilized to enhance the operations, as well as focus on specifically identified important action areas. As a cycle of refinement in 2004 we established the project coordinating center (PCC), which was set up to address complaints from customers regarding small capital projects identified as one of the 2007-10 strategic priorities (Fig 2.1-2). This, as well as other initiatives, are monitored for success and adjusted by continuous feedback from our customers.
FP&M leaders and staff members attend over 20 different regular meetings and annual conferences, exchange information and ideas with peers to assess best practices, and build relationships. Some of these include organizational and individual memberships to Midwest Higher Education Facilities Officers (MAPPA), National Higher Education Facilities Officers (APPA), Big Ten and Friends, Big XII Conference, Society for College and University Planners (SCUP), American Institute of Architects (AIA), Association of University Architects (AUA), along with Inter-institutional meetings with the University of Northern Iowa and University of Iowa.
FP&M senior leaders are members of various committees where customer decisions are initiated, developed, and translated into specific needs. Examples of committees with academic and administration customers are:

- American for Disabilities Act Committee
- Professional & Scientific Council (P&S Council)
- Transportation Advisory Committee
- Campus Art Committee
- Post and Pre Capital Projects Advisory Committee
- Capital Projects Advisory Committee
- Maintenance Improvement Committee
- Classroom Scheduling Committee

In addition, FP&M staff are members of building committees, project programming and development committees, and many others too numerous to list here,

including ad hoc committees formed to resolve a specific issue or problem.

3.2c(4) To keep our listening and learning methods current with business needs and directions, our organization employs the most current "best business practices" as they evolve. This process involves researching and networking with various outside organizations, including peer organizations, similar public and private service providers, and comparable industries. We benchmark with peer and peer+ institutions, and like organizations in the private sector when appropriate. The AVP and senior leaders are in direct contact on a monthly basis with leaders of the campus community. This frequent contact enables our organization to keep pace with changing customer needs. Surveys and FAMIS systematically collect data and are used to monitor performance. An annual systematic methodology is used to conduct surveys to obtain information, along with comments in three areas of our operation. The three major work unit processes in FP&M, (Building Maintenance, Campus Services, and Custodial Services), comprise over half of our organization. Management and employees analyze survey data and make work adjustments (Fig. 7.2-1, 7.2-2, and 7.2-3 for the last five years of data). In 2007, the survey process was scrutinized to address the diminishing return rate. The respondent group was expanded beyond the campus leadership to include a larger audience of customers. In so doing, the organization has reset the baseline for 2007; subsequently a new trend is forming for 2007 and 2008 compared to previous years data. Information gleaned from these surveys is used to change or improve our processes at the leadership and work unit level. At times, surveys are used in other areas, but the customer has asked that this be minimized.
We also recognize our vulnerability to outsourcing our services. As such, we are very aware of our charge-out rates and quality of our services. Figure 7.1-7 shows charge-out rate benchmarking data against local markets. Local rates are very favorable, but don't reflect the same level of overhead and operating expenses as the union scale comparators do for contractors in the Des Moines market. Our service offerings are unique as FP&M staff offer specialized skills, campus familiarity, availability, and a timeliness of services that an outside contractor cannot provide.

Category 4. Measurement, Analysis, and Knowledge Management

**4.1 Measurement, Analysis, and Improvement of Organizational Performance**
4.1a Performance Measurement
4.1a(1) Selecting, Collecting, Aligning, and Integrating Data: The Facilities Planning & Management (FP&M) organization utilizes the Key Process Indicator (KPI) Process (Fig. 4.1-1) to select, collect, align and integrate

data and information for tracking operations, which feed into the overall organizational KEY STRATEGIC PERFORMANCE METRICS (Fig. 2.2-1). During the planning phase (STEPS 2-6) of our Strategic Planning Process (Fig. 2.1-1), FP&M reviews, revises, aligns tasks, measures, and targets for each of our strategic objectives, and assigns an owner to each. In this step, operation and/or action plans are developed to

accomplish our initiatives and measures. Additionally, measures and targets are set for the operation plans that are aligned with those in the Strategic Plan. Measures and targets are mapped in our Strategic Planning and Update Process (Fig. 2.1-1) and reviewed at forums as per a defined basis (Fig. 1.1-3). It is in this way that the data and information become part of the discussion for decision making and innovation. If targets are not met, action plans are developed or refined including improving or designing processes. All performance information is collected, analyzed, reviewed, and evaluated, and fed into the next Strategic Planning and Update Process cycle.

Figure 4.1-1 Key Process Indicator (KPI) Process
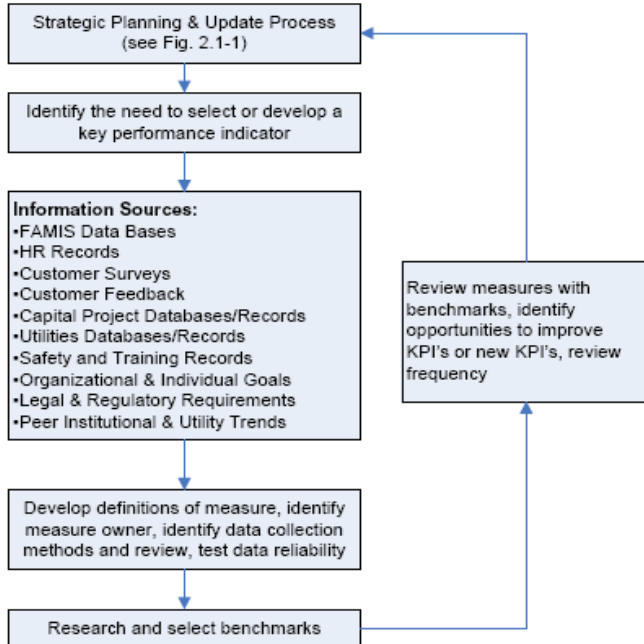
FP&M selects, collects, and aligns data. Every fiscal year, the associate vice president (AVP) requests operational analysis and highlights from all FP&M units. These highlights outline any major gains accomplished over the past year, and give each unit the opportunity to assess where they were, where they should be, and where they would like to go, according to the priorities established in the Business and Finance (B&F) Divisional strategic plan. The report is for informational and alignment purposes. The report enables the VP and president of ISU to take appropriate action in providing adequate funding in the next fiscal year for FP&M. The process also serves as the primary method to achieve institutional alignment.
FP&M projects its financial budgets annually after going through a series of meetings referred to as the budgeting process (Item 6.1a1) with FP&M operating units. From that process, FP&M projects its budget/financial measure (Fig. 7.3-1), which is adjusted throughout the year by a mandate from administration and/or a new process design (Fig. 6.2-1) or improvement PAF (Fig. 6.2-2) to reflect the actual operating budget (Fig. 7.3-2a & 7.3-2b).

4.1a(2) Because our work units are so diverse, each work unit selects their own specific performance measures and daily operations tracking indicators, which then role up into the organizational key strategic metrics (Fig. 2.2-1). For the main service areas (Fig. P.1-1 or 6.1-1) comparative data and information is fed into and provided to a third party vendor (Sightlines) who provides the organization with access to compare with peers and peer+. Senior leaders and managers for each work unit check selected measures/indicators for organizational alignment and feedback quality.
FP&M's key work units (Fig. P.1-1 or 6.1-1) publish analysis packets, which capture vital data and comparisons, taking into account the most recently completed fiscal year (available on-site). The three key units in the Facilities division all track against the APPA Levels of Service (Fig. 4.1-2). FP&M Facilities provides Level 3 services with Level 5 funding.

Figure 4.1-2 APPA Levels of Service

As a source of metric data, the organization relies heavily upon FAMIS, Website utilization and financial data that the organization collects and maintains on a routine basis. A primary objective for all operating units is the requirement to stay within assigned resources and monitor their effective rate (Fig. 7.5-1 for cumulative). This is monitored within FP&M at the unit, management, and central administration levels. Beyond that, each unit is empowered to find ways to utilize resources effectively, and to solicit feedback from clients.
FP&M meticulously selects a peer comparison group based on ISU's initial group, but having common attributes. The group is refined to considered top-notch institutions who ISU aspires to be part of the peer inclusion. For comparison normalization, averages from this peer group provide a means to assess our organization against a group of quality institutions and their support operations. In addition, the organization can be evaluated against the peer+ group, which is a more elite and recognized group of institutions. Thus, findings from these comparisons provide the organization feedback on how a support service operation of our caliber compares with other high quality institutional support services and influences the organizations strategic decisions as feedback in the Strategic Planning and Update Process (Fig. 2.1-1 step 2). This information is also utilized in the PAF (Fig. 6.2-2) as a means of discovery to promote innovation for process improvements.

4.1a(3) FP&M keeps its performance measurement system current with business needs and directions by continuous collection of data using technology, and looking at peers, peer+, and other sources for opportunities to remain sensitive to rapid and unexpected changes.
Involvement and participation with APPA, AIA, Sightlines, conferences, conventions, and training and development activities serve as sources for some of the possible starting places and means to monitor trends and identify both directional and unexpected changes. FP&M also participates in the Regent universities' inter-institutional gatherings. It is from these activities that measures and benchmarks are investigated and evaluated for use within FP&M. Information derived at unit levels is then used to track individual work unit performance, as well as used to support key indicators for cross-functional performance for the entire FP&M operation. Data captured in the FAMIS database application allows the individual unit, as well as the organization as a whole, to utilize timely data for performance evaluation.
Since unit managers are responsible for keeping performance measurements current. Managers update their work unit metrics on a regular basis by using comparable information from peer institutions or internal targets, which may also include feedback from surveys, focus groups, etc. Additionally, the AVP, senior leaders, and managers are continually checking other dissimilar and like organizations to find best practices that may be adaptable for the FP&M organization. These principles are being taught to our staff to remove non value-added processes, measure, and reduce waste. All measures are updated based on the most current information available. Financials are updated from monthly campus ledgers, and FAMIS is kept current based on daily entry of operational activities. It is the interaction of information from these systematic tracking methods that allows the organization to be flexible when warranted. Some of these metrics are incorporated into the FP&M section of the division of B&F's annual report. It is through the last process that assurances for intuitional alignment are made.

4.1b Performance Analysis, Review
4.1b Besides the closely scrutinized monthly financial reports (available on-site), another key measure of organizational performance is the effective rate (Fig. 7.5-1). Other trends, such as training, income, etc. are tracked and monitored. These measures allow the directors, managers, and unit leaders the opportunity to react to changes in comparison to past activity and projected utilizations. These measures support the action plan priorities and strategic objectives (Fig. 2.1-2).
Analysis of data and information can occur at any level with initiative taken by an employee or at the request of management. Direct comparisons of current metrics with organizational goals are ongoing and reviewed at monthly meetings (Fig. 1.1-3). It is at these gatherings that team learning through analysis happens, as well as deployment of findings. Control charts are used in some instances to track

performance, such as energy production and work order timeliness (available on-site). This information is incorporated into subsequent decisions (strategic planning, Fig. 2.1-1 step 1), and into the planning process (Fig. 6.2-2) to address the organizational action plans (Fig. 2.1-2). Since financial activity is monitored within FP&M, as well as at the institutional level, this is seen as the primary indicator and impetus for improvement initiatives.
A means of utilizing data to accomplish this goal is the review of the rate of monthly budget absorption and usage in comparison with the percentage of work completed. It is expected that by doing this, each unit manager will take corrective action as needed to avoid significant excess costs beyond what was anticipated for the to-date operating purposes. This checks-and-balance activity ensures that monies are being spent wisely, and the goals and action plans established in the budget planning process are achieved. Another set of tools being used is the historical tracking of budgetary spending, which aligns with FP&M's strategic initiatives and allows the organization to react to operational sudden changes.

4.1c Performance Improvement
4.1c Given that FP&M has not received an inflationary increase for over 10 years for materials and supplies, it is still expected to carry out its service levels. The organization relies on break through improvements and innovation to provide a higher level of service satisfaction than peers (Fig. 7.2-5a & 7.2-6a) and peer+ (Fig. 7.2-5b & 7.2-6b), than what would be warranted given the available financial resources (Category 7.2 & Fig. 7.5-6) and recognized APPA standards service levels (Fig. 4.1-2). Opportunities are constantly monitored and are seen as the primary driving force for continuous innovation and breakthrough improvement.
Results and meeting minutes are posted on our internal network for all others with appropriate authority to review and reference. Each department either communicates results of analysis to their people in person, one-on-one, or in the forums (Fig. 1.1-3) based on the nature and urgency of the information. This distribution process (meetings and Web posting) is inclusive of all organizational staff, suppliers, partners, and collaborators (Fig. P.1-8) allowing for team learning and collaborative deployment of findings.

4.2 Management of Information, Knowledge, and Information Technology
4.2a Data, Information, and Knowledge Management
4.2a(1) IOWA STATE UNIVERSITY (ISU) FP&M IS RECOGNIZED BY ITS PEERS AS ONE OF THE LEADERS IN FACILITIES OPERATIONS UTILIZING AN INTEGRATED COMPUTERIZED FACILITIES MANAGEMENT SYSTEM (CFMS) TO GATHER INFORMATION ACROSS ALL AREAS OF FACILITIES PLANNING AND MANAGEMENT. Our organization uses an array of technology, and at the heart is the FAMIS software application.
All work units gather and integrate data and information using the integrated suites that make up the FAMIS

database. All data gathered electronically feeds into FAMIS.

FAMIS gives us the ability to manage our facilities throughout their life cycle—from space planning and DEVELOPMENT, to construction, to MAINTENANCE and OPERATIONS. All FAMIS applications are designed and engineered to work together on the Internet, which provides a means to increase our facilities management efficiency and effectiveness using Internet technology.

FP&M uses FAMIS modules to collect data for decision-making purposes throughout FP&M. Each of these modules include several unique data management tracking and analysis features. A summary of these modules, and most frequently used features of each module utilized in our daily operations are presented in Figure 4.2-1.

In addition to those operations using the FAMIS system, there are other unit-specific software applications in use to capture data for Flight Services, Postal and Parcel Services, Project Management, and Utilities. These FP&M applications interface seamlessly with ISU campus applications for the purpose of transferring data, to minimize data redundancy, and reduce flow of paperwork. The FAMIS system, in conjunction with other tracking software applications, allows the FP&M organization to address the issues spelled out in its action plans (Fig. 2.1-2, while directly focusing on strategic action plan strategy steps one through six.

The integrity of data on the multiple systems under the purview of FP&M (Fig. 4.2-2) is through examination by different levels of data users. In the case of FAMIS, this includes both review of data, as well as generating established reports and ad hoc reports when deemed necessary for further investigation.

Since data is entered daily into FAMIS by line staff, timeliness and responsiveness are inherent. The review of

Figure 4.2-1 FP&M CFMS FAMIS Module

FAMIS Module	FP&M Most Used Features
Service Request Process (SR)	• Allow users to enter requests over the Internet • Inform users of status of work via e-mail, or view status via the Web • Associate service requests with work orders
Work Order Control	• Assign and route work electronically to maintenance technicians and others • Classify cause of problem for analyzing recurring problems and equipment performance • Determine and acquire resources to perform work
Equipment	• Store acquisition information including vendor, PO number, and cost • Track and maintain location and status history on equipment and work locations • Create sharable bills of materials

(see Glossary)

Preventative Maintenance	• Schedule PM by time interval, usage, equipment condition, or on demand • Identify the days, weeks, months, and/or seasons that are valid for scheduling work • Define labor, material, tools and purchased goods, and services required to perform work
Project Management	• Create an unlimited number of phases for each project • Analyze all project costs on multiple projects and/or phase levels • Create relationships between projects for managing complex activities
Space Management	• Allows for the management of all ISU space assets (buildings, rooms, green space, etc.) Space self-survey – visual map
Key Control	• Allows for central management of all keys for the ISU campus
Inventory Control	• Material Stores – inventory control of all consumable supplies predominately used by FP&M • Equipment management – allows for tracking all chargeable and non-chargeable equipment used by FP&M
Utilities	• Collaborative development now in use

this information by supervisors and business operations on a routine basis during schedule forums (Fig. 1.1-3) is how FP&M maintains accuracy.

Members of Computer Support Services (CSS), who are campus ITS staff, are responsible for maintaining the multiple interfaces between FP&M and the campus systems. It is through these interfaces that the data integrity, timeliness, reliability, security, and accuracy are further maintained for the FAMIS system. Besides the security required to access the FP&M network, FAMIS requires authentication of users via a separate login and password with a scheduled password change at least bi-annually.

Figure 4.2-2 Properties of Data, Information, Knowledge

Property	Methods
Integrity	Employee ethics; end-user driven; no middle data entry layers; central management by CSS
Timeliness	Near real-time web-based availability; data availability at every computer; intra net access
Reliability	Integrated knowledge repositories; user group testing/debug; central data storage
Security	Access via user authorized permissions; firewall protection; classification markings on material
Accuracy	Extensive user testing
Confidentiality	Annual security training; security clearances; multiple password protection

Confidentiality, when warranted, is maintained by both network security and application security. FP&M also maintains security to access the internal Website. Through the years of managing these applications, schemas for privileges have been set up and modified to minimize unauthorized access and/or viewing of confidential data on FAMIS, FP&M intranet, and individual workstations. FP&M aligns and maintains its security and confidential protocols to support ISU campus established policies in these regards.

Campus patrons who can research and/or call to question any activity that directly influences their unit do the final check for accuracy and reliability. In some cases, this is done by accessing details via the software applications, or by making a request for details.

4.2a(2) All data and information is made available to appropriate FP&M staff, university partners, and in some cases suppliers via secured technology. Through the combination of FAMIS, FP&M Website, and FP&M intra network, all vital data and information is accessible to appropriate staff. These enable participants to network at meetings (Fig.1.1-3) and discuss issues based on current and timely data to enhance team learning. These gatherings then serve as an additional communication tool for sharing results with work groups and functional levels to support decision-making.

The first of two places where pertinent data is maintained is on a common FP&M intranet. This makes the information available to all supervisors and managers. Access is set up primarily according to work unit or work group. Individual access beyond the work group is determined and set up on a request basis with permission from the data owners.

The second place pertinent data is maintained is on FAMIS. As previously stated, the interactivity is what makes FAMIS a fully functional computerized maintenance management system (CMMS). FAMIS is deployed throughout the FP&M operation with viewing rights to almost all operating units. Write permission is much more secure, and is given to those units/individuals who are responsible for both data entry and data integrity (Item 4.1a (1)).

The primary intent of managing data in the intranet and on database applications is to enable information-based answers to customer inquiries, and to provide actual data to other campus operations in support of their public relations, academic, research, or other customer service needs.

The use of the internal and external Websites provides a timely presentation of activities of FP&M to both internal and external customers (Fig. P.1-7). The Website provides information about all units within FP&M. The information is both "how to" and "where to go" in nature. The latest Website improvements allow for customer transactions between FP&M and each of its customer groups (Fig. 7.5-5). Examples of these transactions include door key requests, service requests, utility locates, and campus maps. As of 2001, patrons can also obtain billing information about service charges that appear on their campus

departmental ledger statements. This allows patrons to track charges at their convenience. These Web-based inquiries and requests are not only tracked, but the information feeds directly into, as well as extracts from, the FAMIS database tables (available on-site). This allows for a user-friendly front-end (Web browser) as a means to accommodate customers in either providing or searching for database information.

FP&M suppliers and partners (Fig. P.1-8) are also informed of the opportunity to extract information via the FP&M external Website following the same methodology as customers and staff.

4.2a(3) FP&M Knowledge Management (KM) team was established in 1999. Their mission is to help the organization acquire, store, and deploy knowledge for such things as problem solving, dynamic learning, strategic planning, decision making, and to help the organization gain insight and understanding from its own experiences and cross-functional collaboration.

To help fulfill the mission, the KM team is involved with managing resources and multiple databases (i.e. subscriptions, memberships, publications, and training manuals), maintaining FP&M policy and procedure guides, on-line library and resource center, and is involved in the completion of numerous surveys and research studies. The KM team crosscuts the entire organization, and interfaces with customers (Fig. P.1-7) and partners (Fig. P.1-8) when and where it is deemed appropriate. Working with other units (both support and operational), the KM group is an active partner in tracking what information is in demand by established reports and ad hoc reports when deemed necessary for further investigation.

Since data is entered daily into FAMIS by line staff, timeliness and responsiveness are inherent. The review of internal and external customers.

In those instances, which are not being spearheaded by the KM group, information on best practices is distributed throughout the organization via other methods. The primary means is through the meeting where sharing information on current events takes place (Fig. 1.1-3) where the group learns through these discussions, as well as takes action to deploy within their areas. Another method is the use of the "News/Announcement" section of the internal Web. For more in depth details, information is made available on the intra network for all authorized individuals to examine. Complementing these methods are the new bi-monthly gatherings allowing staff to hear, speak out, and ask about new activities. These efforts support the individual unit initiatives to collect and manage unit specific information and knowledge.

4.2b Management of Information Resources and Technology

4.2b(1) As part of the B&F division, the security, maintenance, and reliability of all data on the network is ultimately the responsibility of the university-level ITS unit. CSS works closely with ITS by assisting where it is

beneficial to maintain and uphold the best interests of the FP&M organization. Since FP&M utilizes the Microsoft network operating system, it is through the complementing tools in this application, as well as security measures in the specific application(s), that security and access are controlled (e.g. password change requirements went from 120 to 90 days, group security rather than individual settings, database managers review and control both on and off-site). Workgroups are established for commonly shared access, and special permission to individual end-users can be addressed on an as-needed basis. This functionality is passed down from ITS to CSS to manage and maintain password-secured equipment.

The utilization of the FP&M Website allows customers to obtain timely feedback regarding their current activities, as well as to access "how to" information. Data fed to the Website comes from continuously updated databases (FAMIS) and/or related transaction files. All data on the common network drive is assigned an owner who is responsible for its integrity, reliability, accuracy, and timeliness. The network administrator maintains our overall security standards. One method of assuring this data security is to limit data-write capabilities (for updating or editing) to the data owners, while assigning only view capabilities to others in the organization that wish to access the data. Data ownership is assigned to the specific work unit within FP&M responsible for entering and monitoring the data. The data owners must approve access to the data before staff in other work units can view it. Security and confidentiality is set up within the Microsoft network operating system, as well as within the major software applications.

Finally, data maintained in the FAMIS system is monitored at multiple levels and functional areas. This includes staff in the Business Services unit, as well as operating units' daily reviews. Business transactions are collected and presented on the FP&M Website, and are transferred into the appropriate module on the FAMIS system. This allows the patron to become a third party (partner) in tracking and maintaining accuracy of data.

4.2b(2) FP&M is part of the ISU and ITS center disaster recovery plan (available on site), which addresses business continuation in the event of an emergency. Members of the FP&M organization are major players with assigned duties per the disaster recovery plan for ISU campus as a whole.

4.2b(3) FP&M technology initiatives for which the CSS group is responsible, but is not limited to, are the following: Web servers, mainframes, network servers, workstations, peripherals, cameras, and projectors. The group is also responsible for software utilization covering all activities from CFMS (FAMIS), to the business support software suite handling e-mail, Internet access, and Microsoft Office applications. The CSS group holds monthly meetings where all FP&M staff are invited to learn as a group and assist with sharing information with colleagues, while they discuss ongoing internal and external initiatives. This PAF

process (Fig. 6.2-2) allows members assigned tasks to research, and to provide progress reports to the group. Updates are published on the FP&M internal Website. These serve as both an update, and as a request for new actions.

CSS staff review the latest technology opportunities and threats by researching what suppliers can offer, by observing what peer organizations are doing, and by networking at related conferences (Item 3.2c3) .

CSS tracks hits to multiple points on the Website (Fig. 7.1-8, 7.1-9, 7.5-5) with others available on-site). This provides feedback to the CSS group, as well as other FP&M operational units regarding customer activity. Such information is utilized to measure what resources and information are most valuable to our customers. The search log is also monitored for patron interest. This, in turn, influences what is given the most visibility at the top of the Web page. This monitoring allows FP&M to identify when and where changes to our Website would be advantageous to our goal of maintaining a high level of customer satisfaction and contact.

FP&M utilizes the Microsoft product suite to maximize user friendliness and minimize multiple redundant software applications. As new versions become available, preliminary testing is done. The applications are pushed out to a pilot group for evaluation, with the expectation to update the entire organization as the need and demand dictates. This becomes the preliminary training ground for new products, and allows ample time to identify where specialized and/or additional training may be needed.

FP&M acquires workstations in lots to replace an entire work group's hardware. This allows for standardization within the work unit, as well as within the entire FP&M organization.

ISU FP&M is one of a few universities considered a partner with FAMIS, Inc., the developers of the FAMIS software product. This allows FP&M to be a stakeholder in the ongoing development and enhancements of the FAMIS product line. FP&M actively participates, as both presenters and participants, in round table discussions with the FAMIS users group at their annual FAMIS Conference. Over the past years, FP&M has collaborated with FAMIS to enhance the key control module, the utilities, and currently the learning management system. A wealth of knowledge is also shared and collected as an active participant on the FAMIS listserv.

FP&M, through its process improvement PAF (Fig. 6.2-2), has identified resources to enhance the use of FAMIS by using complementing software. For example, we use Centric Project to collaborate and enhance the detailed information about capital projects, which has sparked interest by other Board of Regents (BOR) institutions. The use of Energy Witness enhances monitoring of our energy utilization. The FP&M Academy application for on-line training has allowed us to collaborate with FAMIS for favorable maintenance and enhancements of our CMMS application.

Category 5. Workforce Focus

5.1a Workforce Enrichment

5.1a(1) Factors that affect workforce engagement, which are determined by asking the employees their needs, are employee well-being, satisfaction, and motivation. This dialog takes place during annual performance reviews, exit interviews, perception checks, and staff meetings, as well as the bi-annual employee survey.

Senior leaders use feedback information to determine organizational level factors to assuage employee dissatisfaction. Discussion of the feedback is usually a topic at the annual leadership retreat. Senior leaders then meet with their work unit managers and supervisors to identify significant factors for their specific work areas for preventative and corrective actions.

When an employee, at any level, has an idea to improve employee satisfaction, they may implement it within their circle of influence, make suggestions to the upper level management, and/or utilize the electronic suggestion box. If implementation of the idea is outside their circle of influence, a request is made to the person/group that can affect the change.

Although some segmentation is in place because of the State of Iowa workforce structure, attempts are made at both university and Facilities Planning & Management (FP&M) levels to minimize any deliberate segmentation beyond the prescribed structure for staff groupings. FP&M attempts to address workforce engagement, satisfaction, active participation, and motivation by work unit, where possible, for things such as flexible work assignments, notification for vacation, or involvement in interviewing candidates.

5.1a(2) Open communication characterizes FP&M. All leaders have an "open-door" policy. With an emphasis on team collaboration (Item P.1a2), ideas and suggestions are published via the internal Website for all who have an interest to review. It is the cross-functional opportunities that allow ideas from a variety of persons within the community to not only be heard, but to investigate and develop multiple options when deliberating on a resolution. This team synergy is what sparks cost effective innovation and allows the organization to capitalize on the diversity. These include ongoing charges dealing with diversity, energy conservation, greening campus (LEED), etc., to define campus life issues, such as the sesquicentennial campus celebration, dealing with second-hand smoke, etc. Membership within these groups reflects the organizational diversity and the individual member's interest to actively participate in dealing with issues identified as being important to the organization and the university community. Updates on progress, innovative ideas, and work unit updates, are provided during the meeting forums outlined in Figure 1.1-3.

Complementing these efforts are continuous expansion in utilizing our technology tools for communication and solicitation of staff input. It is the efforts in utilizing technology, combined with the discussion of goals during team participation, as well as annual individual performance evaluations that enhances the two-way communication between all members of the FP&M community.

5.1a(3) FP&M endorses the University policy that all employees receive an annual performance review (Fig. 5.1-1 step 1) that take into account the merits of the FP&M charter (Fig. P.1-2). FP&M's workforce has two major categories, Professional and Scientific (P&S) staff and Merit (hourly) staff.

Figure 5.1-1 Human Capital Development Plan
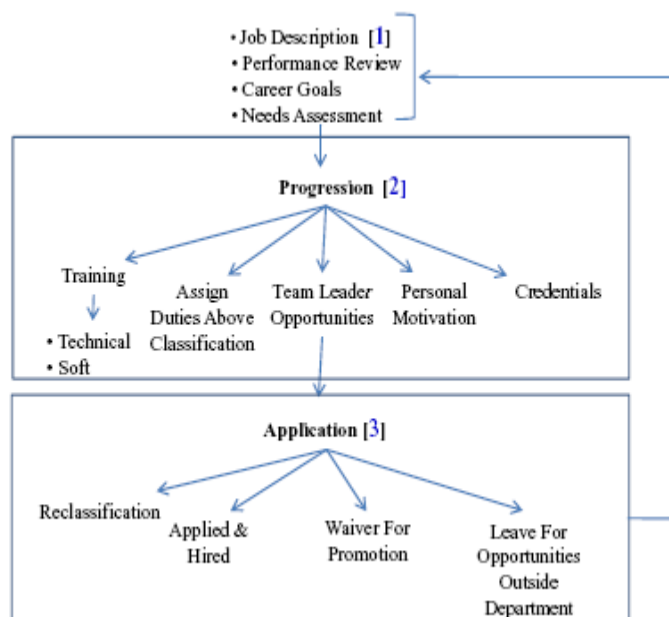
Supervisors of all Merit staff use a standardized FP&M-developed evaluation form that allows for work unit specific evaluation criteria. Current and future performance, skills, expectations, and training needed to accomplish goals are discussed, established, or revised and recorded on the evaluation instrument for future reference. Compensation decisions for Merit staff are union negotiated at the State level. To aid staff through the evaluation process, a flowchart of the performance review process and the customized FP&M forms are available on-line. Included in the annual review evaluation materials are the individual's training activities based on recorded activity from the FP&M Academy, and a visual graphic review of time away from the work place categorized by task code (absence code) called the "Leave Usage Calendar".

P&S staff use a formal annual review process with an optional 360-degree evaluation tool for personal assessment (not optional for FP&M leadership). This was an outcome from a review of the performance management system. This involves the employee writing a self-evaluation, submitting it to their supervisor for review, and then meeting with their supervisor to exchange feedback. During the formal annual review, the employee and supervisor will establish future performance expectations, and

will identify the training needed to accomplish these goals. Compensation decisions are made at the director level with feedback received from other business units, where applicable, regarding an individual's performance.

All FP&M staff have opportunity to progress in their careers through improvement (Fig. 5.1-1, Step 2). These efforts are then recognized through multiple channels: verbal communication, FP&M newsletter, team-effort awards, organization-wide events, internal e-mail communications, and institutional recognition programs. An annual awards luncheon is held to recognize employees who have given FP&M multiple years of service, with distinction given at intervals of service throughout the employee's FP&M career. FP&M utilizes the award forums available through both the Division of Business & Finance (B&F), as well as the university, to recognize high performance and innovation in the work environment. Continued recognition for FP&M staff was identified as a priority in FY08, and a charter team was commissioned to address the issue. Other options beyond what was mentioned are long-term actions outlined in Figure 5.1-1, Step 3.

Key work units (Fig. 6.1-1) conduct annual customer service surveys for feedback from key customers (Fig. 7.2-1 to 7.2-3). This feedback, along with the overall organization performance (Fig. 7.2-5a&b to 7.2-6a&b) regarding customer service, is then shared, posted, and discussed with appropriate staff during any of the designated forums (Fig. 1.1-3).

5.1b Workforce and Leader Development

5.1b(1) Use of training and development by the FP&M organization is a continuous effort to enhance the CORE COMPETENCIES (Fig. P.1-3), as well as address strategic challenges and/or action plans (Fig. 2.1-2). These efforts are a combination of individual, work unit, and organizational learning opportunities as demonstrated by the recorded actions in the FP&M Training Academy covering a variety of multiple programs and educational opportunities. ISU offers new employee orientation to all staff as a means to familiarize people with the breadth of opportunities. This is complemented with FP&M new employee orientation to emphasize FP&M culture. Training can come from a variety of opportunities via formal education, conferences, and training seminars, etc. which can be provided both in-house and external (Item 5.1b-1, Bullet 4). The organization, through an all-employee training assessment, complements the findings of the individual performance review and has identified key training topics to supplement the individual learning endeavors with additional training needs identified by staff. Findings from this survey have helped to identify work unit specific and organizational needs (survey available on-site). Two organizational learning and development actions stemming from these efforts are the custodial team training and the "Dealing with Difficult People and Situations" training provided by contracted vendors.

Based on these outcomes for identifying development needs, the leadership, in coordination with the training advisory group (TAG), aligns the requested training with the organization's identified priorities stemming from the core competencies, as well as addressing strategic challenges and/or action plans. All individual training is monitored through the FP&M professional development authority (PDA) process, which is part of the FP&M Academy. This allows for post review and analysis to assure alignment with organizational priorities.

The needs of the organization, regarding ongoing training, are constantly evaluated for INNOVATION AND IMPROVEMENT. Stemming from these evaluations are three mandatory FP&M Academy modules (ETHICS, drug free workplace, and discrimination and harassment). The impact regarding ethics has been measured by the employee survey showing an increase in agreement that management demonstrates ethical behavioral through their daily actions (Fig. 7.4-8 #15). The leadership academy is also under review with expectations to enhance the program providing training that is applicable to the work environment.

All organizational training and development are anchored in the philosophy of FP&M to be accountable good stewards utilizing innovation, while demonstrating integrity in the workplace (Fig. P.1-2 core values). Although the primary focus is on service, which is seen as critical to not only our key work units (Fig. 6.1-1). of Custodial Services, Campus Services, Building Maintenance, and Utilities, but to all units in FP&M. Employee development is an important component of the FP&M strategy, and is cited as a B&F strategic plan priority human capital goal. Thus, our strategic plan recognizes the critical influence, impact, and power of employees on the organization's current and future success.

Input from employees concerning their education and training needs is gathered during an individual's performance evaluation (Fig. 5.1-, Step 1). Employees can request training from their supervisor at any time. The process by which employees and their direct supervisor or manager(s) share input on educational needs is shown in Figure 5.1-1. This process has been complemented with an all-employee training needs assessment (details and analysis available on-site). The information not only assists the TAG, but also the organizational leadership in addressing the needs from all FP&M staff.

In addition, the FP&M internal advisory team serves as a conduit to not only identify possible shortcomings, but to also investigate solutions to address organization-wide opportunities regarding training and development to enhance the workplace.

At the present time, FP&M utilizes multiple complementary methods to address leadership and workforce needs (Fig. 5.1-1, Step 1), and from feedback via the bi-annual employee survey asking staff if they have received the training needed to do one's job (Fig. 7.4-8, #16). With the approval of the AVP, Directors may request training, education, and development for themselves and/or their groups. This can be formal education to attend conferences with open forum discussions, as well as formal education. It is through these types of forums that practices can be showcased, as well as evaluated. These forums are held annually and rotate to different locations to address current topics and optimize attendance. Some of the activities from these sessions have been incorporated into the leadership pilot program for the facilities managers.

Findings from not only the forums discussed above, but also any new relevant topics, are discussed weekly at the FP&M Directors' meeting. In addition, any issues requiring specific immediate tactical action are discussed at the AVP perception check with that Director, and/or may be held for a more in-depth plan of action discussion during the individual's annual performance review.

5.1b(2) As a cycle of refinement, in May 2002, FP&M began implementing an outcome-based professional development program called the FP&M Training Academy. This program identifies and aligns short- and long-term organizational work skill, HR, CQI, and safety-training needs with training delivery and outcomes (Fig. 5.1-1). Leading these implementations is a TAG team consisting of the HR professional, safety/training coordinator, computer support services (CSS) manager, administrative secretary, and associate director for business services, with oversight of the AVP. The TAG group's role is to also identify shortcomings, explore innovative opportunities, and enhance the overall training and development program of the organization. Feedback to supervisors from staff is one mechanism used to assure that appropriate training is being made available. A complementing method is the bi-annual staff survey, which also asks staff about training needs (Fig. 7.4-8, #16).

The request for training is a systematic process of an employee completing an on-line Professional Development Authorization (PDA) form that automatically enters the request into the FP&M Training Academy database. Upon completion of the training, an e-mail is automatically sent to the employee for confirmation of course completion. Recording of the training event instantly finalizes and compiles records in real-time, where training reports can be generated. The ability to see these records at any time helps the supervisor ascertain what bench strengths are needed. Work unit training money is used for employee education and development that is more specific and individually focused. Some example areas of training include engineering, project management, high voltage, computer aided design software (CAD), forklift, chemical usage, certifications, and professional seminars. Centralized training money is used for organizational-wide benefit such as diversity, leadership, interpersonal skills, customer service, and safety.

The FP&M Training Academy has a series of on-line safety, ethics (new in 2006), and technology utilization refresher courses (Fig. 7.4-2). These on-line courses are meant to enhance other training and development delivery methods including, but not limited to, "What Managers and Supervisors Need to Know," and unit specific training. Information regarding retention and understanding of each employee is evaluated and recorded into the tracking database. Greater than 75% organizational utilization over the prescribed three-year cycle is considered an outstanding endorsement of this delivery method (Fig. 7.4-2). Data on external training is also captured electronically via the Web, and is being included into the training database.

Competency-based education and training is provided to meet short-term needs. Interpersonal development is required for short- and long-term success given that our systems require people to work together within work units, across work units, and directly with clients and customers. Long-term organizational objectives in training are to prepare our staff to move up to the next level of responsibility as part of an accession plan. Over the past five years, the last six supervisory/management positions were filled with internal candidates (Flight Services, Campus Services, Facilities Shops (three positions) and Project Manager (PM)). There have also been a series of successful reclassification actions to promote recognition for increased responsibilities. The FP&M organization makes an extra effort to reinforce important human resource issues by holding training sessions for all supervisory staff (What Supervisors and Managers Need to Know series). These training sessions are held on a regular basis. This provides a consistent body of knowledge and develops a common understanding among the supervisory, managerial, and administrative levels within the organization, so that a consistent message is being presented to the entire workforce.

Formal education delivery mechanisms include:

- Tuition reimbursement for formal classes at ISU or any other approved institution.
- Training and development by ISU, with supervisor approval, is paid for by FP&M. Professional and trade staff development by external experts is paid for by FP&M upon pre-approval.
- Participation in local, regional, and national conferences and seminars allows our staff to stay informed of the latest facility maintenance methods and innovations.

Informal training by leadership and co-workers, to share job skills and provide safety training, occurs daily. On-the-job training of equipment, computers, software, work procedures, and safety procedures is part of our learning environment. The FP&M safety and quality/training coordinators, environmental health and safety department (EH&S), plus various on-line training and consultants provide formal training. To further complement the different methods of how individuals might prefer to learn, an FP&M virtual library, including videos, is a valuable resource that provides an opportunity for self-guided learning.

Transfer of knowledge from departing staff (past 5+ years has been predominately retirements) is done through re-assignment of key duties to others in the organization. If a position is re-filled, the re-assigned duties are evaluated for return to the original position or remain as a permanent re-assignment. This allows the organization to transfer and retain uninterrupted vital process knowledge, as well as provide an opportunity for others in the organization to enhance their individual position through job growth and recognition via a job reclassification.

To reinforce the use of knowledge and skills on the job, employees are encouraged by a culture of positive reinforcement from managers, supervisors, and co-workers.

5.1b(3) Effectiveness and efficiency of the learning and development system is an outcome of the Human Capital Development Model (Fig. 5.1-1). To evaluate the effectiveness of education and training in relation to job performance, FP&M looks at job performance metrics (Fig. 5.1-1, Step 1), matches them to training completed (Fig. 5.1-1, Step 2), and then analyzes

the job performance metrics after the training, and matches it against a potential outcome (Fig. 5.1-1, Step 3). Because of the emphasis on the learning team community, FP&M promotes initiatives where by those who have acquired new knowledge shares this with their teammates. The spirit of team participation is important and is one key metric tracked by the organization (Fig. 7.4-1a).

Our on-line training refresher courses require 70% correct answers before being recorded as completed, and courses completed are automatically entered into our training database. This on-line service accommodates training based on the individual employee's schedule. The success is evaluated based on increased completion rates and containing costs (Fig. 7.4-2 and 7.4-4) used to accomplish our training objectives, and its effect on reducing undesired actions, such as injuries (Fig. 7.4-5).

Assessment of the effectiveness of customer service training is shown in Figures 7.2-1, 7.2-2, and 7.2-3, related to questions #6, #7, and #8 (customer surveys). Effectiveness of safety training is shown in Figures 7.4-2, 7.4-4 and 7.4-5 in how it is influencing injuries and lost time. Effectiveness of skill training on the organization overall effectiveness is reflected in Figure 7.5-1, taking into account the impact on billable hours. Overall, the organization attempts to gather information from staff on training effectiveness and learning via the bi-annual staff survey regarding policies, work practices, and performance feedback (Fig. 7.4-8 #18 and #35).

5.1b(4) The AVP and senior leaders personally mentor individuals who are direct reports, as well as secondary and tertiary reports. Since succession planning is prohibited by current University policies, FP&M engages in accession planning. Accession planning for management is ongoing through leadership development educational opportunities. Since there is a shortage of qualified applicants in some technical trades, FP&M developed a trainee program for these positions, utilizing experienced internal staff when possible for coaching and mentoring. These programs are based on a curriculum that the employee must go through. Under the current State of Iowa and ISU hiring practices, succession planning is limited. To overcome this limitation, FP&M has an organizational structure that is set up to minimize the loss of any productivity or responsiveness due to any staff member's departure. The organization is also attempting to initiate accession where appropriate.

In those work units having a common group, a series for career progression has been established (e.g. Power Plant Repair, Construction Management, and Landscape Architects). These types of series are being explored elsewhere in the organization where it is deemed appropriate.

5.1c Assessment of Workforce Engagement

5.1c(1&2) Methods used to determine workforce engagement include the evaluation of employee well-being, satisfaction, and motivation and are as diverse as the number of managers and supervisors. Most managers and supervisors look at many contributing factors, in a holistic way, to determine employee well-being, satisfaction, and motivation. These factors are assessed through day-to-day conversations with employees and co-workers. Perhaps the most prominent indicator for staff engagement is team participation (Fig. 7.4-1a) and forum attendance (Fig. 7.4-1b). These demonstrate willingness to participate and stay informed on a voluntary basis. Other contributing factors considered are length of employment (Fig. 7.4-9), absenteeism, grievances, and injury reports (available on-site).

A formal assessment method established in 2002, was an employee survey. The survey was developed, deployed, and analyzed by an external company. The goal was to provide FP&M with another perspective of employees' opinion of many factors of our organization, including employee well-being, satisfaction, and motivation. The results were shared with all employees, and they are available on our internal Website. This has provided us with a baseline measure for future assessments. A survey in 2005 was conducted, completed, and results were analyzed, as well as compared to the 2002 survey. Each organizational unit has since had gatherings to discuss the feedback and continuous improvement process. This is a result stemming from one of the strategic planning teams discussed in Item 2.1a. A 2007 survey is the most current update to this process and it has been compiled and analyzed (detail, analysis, and action plans available on-site). The information from the survey evaluation process serve as a means to affirm workforce engagement assessing inter-workforce relations and an overall staff assessment to work at FP&M (Fig. 7.4-8 #3 and #28). Complementing measures for assessing workforce engagement are also the spirit of team participation (Fig. 7.4-1a) and the favorable attendance at the forums (Item 7.4-1b) and annual town hall meetings (details available on-site).

FP&M looks at employee retention trends, absenteeism, grievances, safety, and productivity to assess and improve employee well-being, satisfaction, and motivation.

A key measure for employee well-being, satisfaction, and motivation is the organization's retention/turnover rate (Fig. 7.4-6) along with staff tenure (Fig. 7.4-9). Our retention rates are exemplary in our industry. Job security has been identified along with employment benefits (Fig. 7.4-7) as factors in seeking employment and staying with FP&M. These sentiments are reaffirmed in the employee survey (Fig. 7.4-8 #28) with a high score for recommending FP&M as a good place to work and the longevity of staff (Fig. 7.4-9). Although, in the last 20 years, state government budgets have been reduced, cut, and expropriated with the result of reductions in workforce, we continue to enjoy stability in staffing retention and satisfaction. To keep job retention high in these challenging times, FP&M senior leaders proactively review every position vacancy, and many positions remain open until budget appropriations are known and a determination of need is completed.

As a result, FP&M has had only two layoffs in 10 years due to budget reductions, at a time when other State organizations have had several, including other areas of ISU. Employees know that FP&M senior leaders are willing to make some tough, proactive decisions through attrition. In the past five years, 98% of the job vacancies, outside of custodial, have been solely due to retirements. This is a clear indicator to the organization,

especially in the P&S ranks, that employee well-being, satisfaction, and ongoing support continues to be high. An additional measure used as an indicator for tracking engagement is turnover in the organization's leadership, the directors group. FP&M has maintained its leadership core for over 7 years now and tenure of 10+ years for over 50% of the staff (Fig. 7.4-9). This information combined with the effective rate provides a good indicator for assessing workforce engagement.

Employees, work units, and departments are now looking at the "effective rates" and how they are affected by their work behaviors (Fig. 7.5-1). During annual performance reviews, the topic of non-billable hours is discussed and reviewed. These hours can be a result of training and development (FP&M Academy) and time off from work (Employee Leave Calendar). In this way, the individual and groups can see how they compare to other operating units in FP&M, and make decisions to improve their own operation to match or exceed expectations.

5.2 Workforce Environment
5.2a Workforce Capability and Capacity
5.2a(1) Assessment of individual, work unit, and organizational workforce capability and capacity is assessed by each director responsible for that unit. If knowledge or training is required, the HR specialist sets up development plans (Fig. 5.1-1). In some cases, the use of time and material contracts are utilized to supplement demand and/or acquire specific expertise not available in FP&M. Cumulative annual performance evaluation analysis provides insight on capability and capacity needs. Along with adjustments to staffing profile via the human capital development plan (Fig. 5.1-1). Overall, workforce capacity is measured by definition through the effective rate (Fig. 7.5-1). This calculation determines how much of the workforce time is actually available for customer service recharge activity. This percentage is then used to adjust the labor rates so as to adequately cover anticipated expenses. During the annual budget process (Item 2.2a1), besides adjusting the labor rates, each unit reviews its current capabilities, as well as projects its future. These initial gatherings become the foundation for determining the need of any additional staffing via multiple options available. This could entail new hiring of full-time, temporary, seasonal, etc. or it could be utilizing an external partner via a contract. The particulars are a discussion item for the Directors' Group and the effected organizational staff to identify and address with the appropriate action plan.

5.2a(2) Recruitment and hiring methods follow State of Iowa and ISU policies and procedures. Within these guidelines, we use some widely known and accepted practices, and some innovative ones to hire qualified candidates that meet or exceed job functional needs. These include non-traditional means of advertising for open positions (i.e. Female Construction Manager Website and minority publications) or targeting specific markets (American Society of Landscape Architects Website).

FP&M places ads in major metropolitan newspapers, and targets technical schools and community colleges for trade's positions. Every effort is made to match the diversity demographics of ISU FP&M's hiring community. Both the organization and the parent division of B&F have launched concerted efforts to address workplace diversity. Detailed action plans have been formulated and initiated as deemed appropriate. The FP&M diversity group meets regularly to identify and discuss priority issues dealing with diversity in the workplace.

The screening and search committee process includes a diverse group of both employee, and on occasion, non-employee representatives. This process is used systematically throughout FP&M, and it adheres to the university's affirmative action guidelines.

Each position has required and preferred qualifications, adhering to Board of Regents (BOR) guidelines. The position description (PD) is used to further define screening criteria. ISU HR initially screens hourly applicants and forwards the qualifying candidate applications to the hiring department. FP&M attempts to hire the most qualified person for the position from the pool of candidates received and filtered from ISU HR. To assure maximum confidentiality and fairness in the hiring process regarding community diversity, ISU HR retains that level of responsibility and provides input regarding protected class groups in the hiring process.

All of our hiring processes encourage employee participation. For our P&S positions, we use a FP&M search committee with interview guidelines.

The search committee creates a hiring matrix to help score applicants and is responsible for organizing the interview day, including forums for employee participation/feedback. The search committee then analyzes all employee feedback challenging the hiring team to consider all applicants equally. Finally, the interview committee forwards their hiring recommendation to the authorized hiring person(s).

The balance of FP&M staff are classified as State of Iowa Merit positions. Self-directed teams, such as custodial (Fig. 5.2-1), fill vacant positions by having two team members and the team's facilitator conduct the interview. These three people make a consensus decision and provide their recommendation to the hiring manager. To date, the hiring manager has always supported the recommended candidate. We have found that when current team members choose a new team member, they pick a person that matches the team's culture better, which helps the new team member succeed.

Vacant merit staff positions, which are not in a self-directed team structure, are filled by using the more traditional method of being interviewed by the authorized hiring person.

5.2a(3) The FP&M organization is structured to capitalize on different methods to manage the diverse workforce units to accomplish its team oriented customer focus charter (Fig. P.1-2) by capitalizing on its core competencies (Fig. P.1-3) through people oriented action plans (Fig. 2.1-2). These methods include team-based self-directed work teams (Fig. 5.2-1), as well as hierarchical-based units to capitalize on available resources in order to optimize performance expectations addressing identified strategic challenges.

FP&M utilizes cross-function teams; FP&M not only endorses the practice of addressing issues via team efforts, but also promotes the interaction of staff from all the diverse areas within FP&M (Fig. 7.4-1a). A variety of teams exist to deal with both short- and long-term issues. Known long-term teams have established membership rotation schemes so as to promote fresh input, maintain diversity, and provide opportunity for all volunteers to participate. It is by using teams that FP&M addresses its action plans, as well as priority issues identified in the strategic planning process.

These teams are expected to address their charter by utilizing available resources and seeking out the assistance of team champions and/or sponsors. It is through the flexibility of these teams that the organization achieves agility in dealing with both new and recurring issues.

5.2a(4) With the FP&M team culture, and especially in those work units where the structured team concept is applied (Fig. 5.2-1), the ability to maintain continuity of expected service is maintained. By recognizing that the service is the responsibility of the team and not a single individual, the organization prepares for both short- and long-term workforce reductions. The impact of a loss to the team can be absorbed until the loss is either recovered and/or an intervention is done to make a permanent adjustment via development plan process (Fig. 5.1-1).

In the smaller units where teaming is limited, the work unit establishes appropriate backups in the event of a short-term loss. Should the loss become permanent, those involved will work with leadership to determine what adjustments need to be made in order to handle the shift in priorities.

5.2b Workforce Climate
5.2b(1) FP&M's inherent core value is to provide a safe, secure, and healthy work environment. It is a priority for customers, staff, and the community. The FP&M on-line training academy was implemented to provide refresher courses concerning safety, and to promote a secure and healthy workplace environment. The personal challenge (quiz) at the end of each presentation provides assurance the person doing the review demonstrates an understanding of the material by getting a minimum 70% correct.

EH&S prescribes policies, procedures, and framework for the health and safety at Iowa State University. FP&M's role is to deploy and manage university-wide health and safety policies within each of its service units. This is accomplished at FP&M by partnering with EH&S and Occupational Medicine, Occupational Safety Students from the academic Department of Industrial Technology, and employee safety committees. Through this partnership, hazards are identified, evaluated, and controlled to reduce the risk of injury. Together we:

- Assess hazards, personal exposure monitoring for noise and hazardous air contaminants and ergonomic evaluations.
- Provide initial and periodic medical monitoring of employees exposed to specific hazards.

- Perform facility inspections on a scheduled basis.
- Identify the most effective and efficient methods to control identified hazards.
- Investigate accidents to identify cause and means of prevention.
- Collect, analyze, and disseminate data concerning injury trends.
- Deploy safety and health related programs including, but not limited, Hazard Communication, Permit-Required Confined Spaces, Hot Work Permits, Lockout/Tagout, Respiratory Protection, Hearing Conservation, and Blood Borne Pathogens.
- Provide initial safety training and periodic refresher training throughout the workforce.
- Manage the appropriate disposal of universal and hazardous waste.
- Promote safety awareness throughout the workforce.

Key performance measures include workplace injuries and safety-training courses completed (Fig. 7.4-5 and 7.4-2). The target for workplace injury is to show a decreasing trend, and eventually reach zero. For the training course cycle, the target is to attain between 50% to 60% or higher completion for required training. Safety training needed by staff has been identified within our track system. Track 1 includes training such as emergency procedures, right-to-know, diversity awareness, ethics, and sexual harassment. Track 2 identifies job specific training needs including safety training. A matrix, including all employees, shows what safety training is needed for each employee based on their job classification. Work unit leaders and their employees determine what job specific development training is needed beyond the classification warranted training. This is done formally during performance evaluations, and is ongoing informally throughout the year. The FP&M Academy tracks the completion of all training and this information is provided as a discussion item during the employee's annual evaluation (Fig. 7.4-2 and 7.4-4).

We are continuously trying to improve the work environment by maintaining a focus on training, workplace health, safety, and ergonomics. Employees participate on lead safety teams in the plant and shop areas. Managers and supervisors help teach safety training during FP&M orientation and throughout the year, which stresses the importance of safe work practices.

A new practice to be proactive, the FP&M safety coordinator now conducts walk through audits and presents the findings report to the appropriate leadership. In 2008, ISU implemented a system that quickly alerts the campus community of all risks via cell phone, land lines, Internet and an outdoor communication warning.

5.2b(2) FP&M staff are provided a benefits package that provides a smorgasbord of medical, dental, disability, and retirement information allowing each individual to tailor benefits to their specific needs; thus taking into account the needs of the diverse workforce members in FP&M (Fig. 5.2-2).

These costs, calculated as a percentage of salaries, has been on the rise, and continues to be a major incentive to attract and retain our staff (Fig. 7.4-7 & 7.4-9). Our benefits also include one of the best retirement packages in the country.

In addition to the above benefits, P&S staff receive 22 days of vacation, and Merit staff start with 12 days of vacation, and through years of service obtain 25 days of vacation. As a reward

for conservative sick leave usage, employees can take advantage of a plan to convert unused sick leave to

vacation. These are the established benefits made available to employees of ISU based on one's employment status.

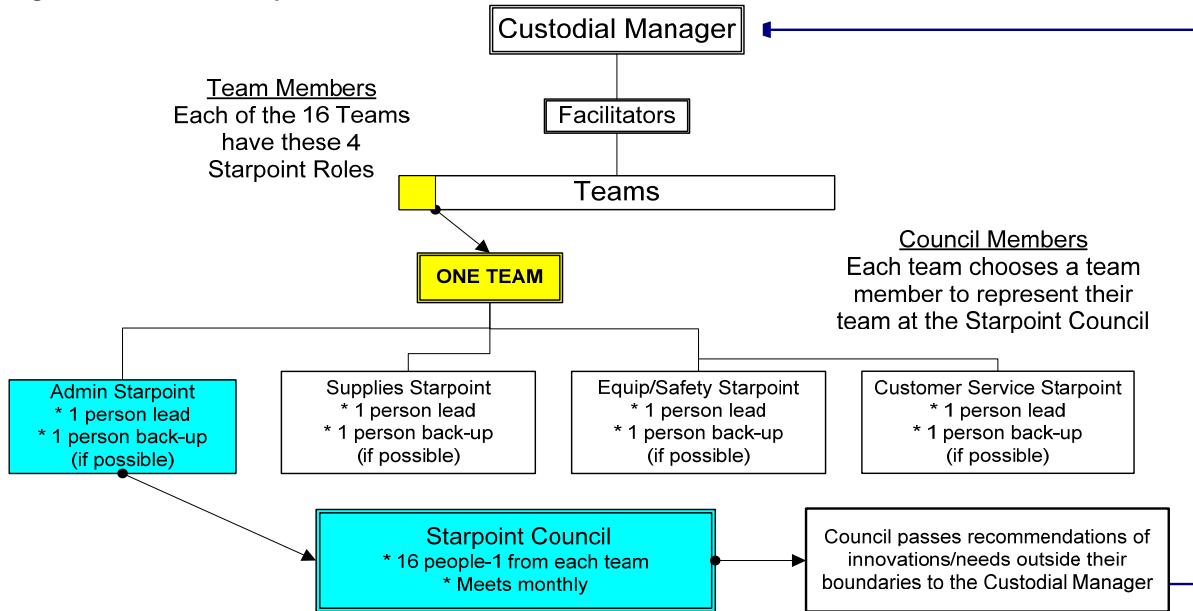**Figure 5.2-1 Custodial Empowered Team Structure**

Figure 5.2-2 Staff Benefits P&S (P) and Merit (M)

Category	Services
Health	• Low-cost Comprehensive Health Insurance (PPO/HMO) [P&M] • Dental Plan [P&M], Prescription Plan [P&M], Vision Plan [P&M] • Employee Assistance Plan [P&M], Sick Leave [P&M] • Access to Health and Nutrition Programs [P&M]
Financial	• Basic and Voluntary Life Insurance [P&M], Long-term Disability [P&M], Retirement Plan [P&M] • IPERS (Retirement) [P&M] or TIAA/CREF (Retirement) [P&M] • Pre-tax Premium Plan and Flex Spending Accounts [P&M] • Direct Deposit [P&M], Payroll Deduction [P&M], Credit Union Services [P&M] • Discounts for services such as hotels, cell phones, computers [P&M]
Work Environment	• Generous Annual Leave [P&M], Sick Leave Donations [P&M] • Organized Fund Raising for Employees and Community [P&M] • Flex Scheduling [P&M], Ergonomic and Environmental Standards [P&M] • Safety Committees [P&M], Internal Advisory Team [P&M], Library [P&M] • Departmental Newsletter [P&M], Intranet [P&M], Employee Picnics [P&M] • Topical Forums for all employees [P&M] (Fig. 7.4-1b)
Professional	• Tuition Reimbursement [P&M], Paid Job Related Training [P&M] • Annual Training [P&M] • Support of Continuing Education for Professional and Technical Certification [P&M] • Book and Subscription Budget [P&M], Membership to Professional Organizations [P&M]

Category 6. Process Management

6.1 Work Systems
6.1a Work System Design

6.1a(1) The organization designs and innovates its work systems through a combination of a work design process as shown in Figure 6.2-1, and an improvement process PAF as shown in Figure 6.2-2 for innovation.

Every year Facilities Planning & Management (FP&M) goes through a thorough budgeting process engaging work

unit managers. Each unit evaluates their needs based on financial trends and projected future initiatives. If new initiatives cannot be funded by reallocations, then the request is forwarded to administration for consideration.

Since the majority of FP&M funds are allocated by the university, petitions for new monies in support of new buildings and/or new expectations are requested from the university administration. The organization, through the Associate Vice President (AVP),

has ongoing discussions with the university administration regarding funding issues. These issues can involve both ongoing demand changes, budget re-allocations, new funding, priorities adjustments, new initiatives, etc. In allocating new fiscal year funding, FP&M takes into account not only its re-charge activity, but labor rate comparisons, trend analysis, service demands, as well as any new administrative directives. This is the primary method used to annually evaluate all processes and determine what services should be enhanced and which should be reduced. This method also supports the service expectation levels which are provided via the FP&M Website.

Work systems and key processes are enhanced by focusing on processes that provide value to the external customer, as well as enhancing the internal process customers. This is the case in providing information about our services. Through the use of contemporary technology, the organization provides detailed information to both its internal and external customers utilizing the FAMIS system, complemented with the organization's intranet and use of the Web (internal and external home pages).

All operating units are challenged to constantly review their processes for continued appropriateness based on demand and value to customers. Existing services are adapted to accommodate new services, e.g. key services now handles building access control, which includes both lock-and-key, as well as electronic access. Service units scrutinize their capability and effectiveness and supplement customer demands with complementary services through time and material contracts (plumbing, HVAC, painting, masonry repair, electrical, and roof repair), as well as service contracts for expertise not available within FP&M (architectural and engineering). Data is collected and reviewed annually to determine adjustments to all contracts, as well as determine which activities, if any, could be done internally. Any new service being considered is written up as a business proposal, which includes a model for dealing with revenue and expense projections. The overall organizational review of services is supported by data from the environmental scan (Fig. 7.2-4) which identifies stakeholder's priority services. It is during this review that FP&M evaluates which processes and services should remain internal, part of the operation, and which should become external and/or discontinued.

6.1a(2) There is the ongoing expectation that FP&M will continue to support and scrutinize its core competencies (Fig P.1-3) with intent to refine and update as necessary. The organization then takes these competencies into account when formulating action plans in support of organizational strategies and objectives, as described in Figure 2.1-2. This in turn becomes part of the work system process design outlined in Figure 6.2-1, and is certainly part of the discussion during the improvement process PAF in Figure 6.2-2.

6.1b Key Work Process
6.1b(1) Key product, service, and business work processes, along with performance requirements are shown in Figure 6.1-1, and the same for the support work processes in Figure 6.1-2. These work processes are established to reflect the organizations purpose as prescribed through the FP&M strategic planning process (Fig. 2.1-1) and the Business & Finance Division's (B&F) strategic planning priorities of facilities and environment. By keeping stakeholder requirements and organizational values in alignment with FP&M processes, we ensure our processes create value to stakeholders and align with our purpose and mission (Fig. P.1-2). Feedback is received directly from our primary customers via surveys when appropriate, meetings with the university president, vice presidents, college deans, and others (key customers Fig. P.1-7) dealing directly with FP&M organizational leadership. This information is supplemented with input from meetings with concerned groups, e-mails, phone calls, as well as in-person conversations. Refinements to FAMIS, the Web and the PCC have evolved through this process.

6.1b(2) The AVP and senior leaders determine key value work processes by analyzing stakeholder feedback, available resources, economic trends, and by reviewing organizational values. They prioritize the results to focus on the processes that maintain our competitive advantage. Throughout the fiscal year, the organization is required to review itself and identify opportunities for internal re-allocation. In conjunction with these activities, the AVP works closely with the Vice President for Business and Finance (VP B&F) to evaluate current operational needs and establish priorities, all which culminate in the annual budgeting process.

Work unit managers and staff determine current business process requirements by collecting feedback from input sources. Senior leaders review staff proposals and have approval authority. Ownership of each process belongs to all units that are involved at any stage of the process. The expectation is that the process owners will make adjustments as necessary under the guidance of leadership/administration and using PAF (Fig. 6.2-2).

This information is combined with the feedback from our key customers (Fig. P.1-7), as described above, to identify particular target areas. The environmental scan (Fig 7.2-4) also serves the purpose to confirm service priorities and levels based on feedback from our customers, partners, and collaborators.

Requirements for key value creation processes are timely service, value, and quality work (customer expectation).

Customer feedback analysis from focus groups, surveys, and other listening methods indicate FP&M is focused on improving timeliness and cost, and maintaining quality of workmanship and services to meet or exceed customer satisfaction. The Project Coordination Center (PCC) is an action by the organization to address some of these issues in an attempt to better coordinate the overall delivery process. This takes into account not only customer needs, but also better coordination of suppliers and partners (Fig. P.1-8).

Figure 6.1-1 Key FP&M Work Systems & Processes

Key Work Systems & Processes	Requirements	Measures
Provide Custodial Services	Clean/Efficient; Low Cost/Cost Effective; Customer Satisfaction	Levels of Service (Fig. 4.1-2), GSF/Staff (Fig. 7.1-3a) Custodial Costs Better Than Peer (Fig. 7.1-6) Bldg. Maintenance Customer Survey (Fig. 7.2-3)
Provide Building Maintenance Service	Work Order Completion; Efficient; Low Costs/Cost Effective; Customer Satisfaction	Work Order Completion Rate (Fig. 7.2-10); GSF/Staff (Fig. 7.1-1), Effective Rate (Fig. 7.1-1); Building Maintenance Costs (Fig. 7.1-4); Building Maint Customer Survey (Fig. 7.2-1)
Provide Ground Maintenance	Clean/Efficient; Low Cost/Cost Effective; Customer Satisfaction	GSF/Staff (Fig. 7.1-2b); Ground Costs Better Than Peer (Fig. 7.1-5,7.1-7); Customer Survey (Fig. 7.2-2, 7.2-4)
Produce and Distribute Utilities	Reliable Uninterrupted Service; Cost Effectiveness & Timely; Customer Satisfaction; Energy Consumption	Utility Generation (Fig. 7.3-3), Energy Unit Cost (Fig. 7.3-4, 7.3-3), Environmental Scan (Fig. 7.2-4), Energy Consumption (Fig. 7.3-6)

Figure 6.1-2 Key Organizational/Operational Work Processes of Support Work Units

Key Work Processes	Support Work Units	Key Customer Groups	Requirements	Measures
Develop Operate Maintain	**Support:** FP&M Admin., Accounting Services, Human Resources, Knowledge Mgmt., Computer Support Services, University Architect, & Energy Mgmt. **Ancillary:** A/E Services, Project Mgmt., Construction Mgmt., Classroom Scheduling, Space Mgmt., Planning, Services, Access Services **Auxiliary:** Flight Services, Veenker Golf Course, Postal & Parcel	FP&M Staff, Faculty & Staff, Administration Internal & external customers	Financial info accurate & timely, compliance, engagement, training, tech & data mgmt, initiative completion, requests Meet and/or exceed customer expectations (on time & on budget), space data, campus master plan, attractive campus Provide service, meeting customer expectations for cost	AS survey (onsite), HR survey (onsite), lost time (Fig. 7.4-5), WF engagement (Fig. 7.4-1a&b, 7.4-3, 7.4-6 & 7.4-7), training (Fig. 7.4-2 & 7.4-4), CSS survey (onsite), reports (onsite), A/E Agreements (onsite) Project surveys (onsite), No Litigation (Fig. 7.6-1), Project Completion Rate (on site), Environmental Scan (Fig. 7.2-4), classroom utilization & assignment (onsite), campus master plan (onsite) Profit & loss (onsite)

Utilities operations are in constant communication with partners and suppliers (Fig. P.1-8) to coordinate projected future needs. Multi-year contracts with 12-month production discussions are ongoing.

The requirements for the work processes are provided in Figures 6.1-1 (key) and 6.1-2 (support).

6.1c Emergency Readiness
6.1c Business continuity for FP&M is documented in multiple plans covering emergency planning, incident reaction, and pandemic scenario planning. FP&M is an active participant in the ISU emergency operations planning. The Director of Facilities is an active member of the Local Emergency Planning Team, and is the FP&M representative for the ISU Command Post when that group is placed into service.

If a command post situation arises, the assistant directors of utilities and facilities services provide leadership in emergency response at FP&M, while staying constantly in touch with the director at the ISU Command Post. FP&M participates in semi-annual mock emergency exercises with ISU, Ames, County, and State Emergency Planning representatives. FP&M representatives also provide flood modeling and prediction services for Squaw Creek and the National Weather Service. Squaw Creek threatens both the university and the community, and flooding has inflicted significant damages in the past.

With regards to information technology, FP&M subscribes and supports the Information Technology Services (ITS) center disaster recovery plan.

Because the commodities provided by FP&M Utilities are considered critical to the university, the Utilities operation does maintain a continuity plan in the event the plant cannot supply electricity.

To address non-catastrophic emergencies, FP&M maintains a 24/7/365 emergency on-call program. This allows FP&M to be responsive to institutional situations requiring an immediate

response. All incoming requests through this process are entered into the FAMIS system to assure appropriate action and follow up.

6.2 Work Processes
6.2a Work Process Design
6.2a Figure 6.2-1 shows the steps used to design new processes, and Figure 6.2-2 shows how FP&M continuously modifies existing processes to take into account innovation.

Both of these processes in tandem address key requirements as provided in Figures 6.1-1 and 6.1-2, which link to the key work processes, as well as to the leadership system (Fig. 1.1-1). The Work Process Improvement, Planning Action Feedback (PAF) allows the organization to identify areas which could benefit from the use of technology effectively and meeting customer needs, which are driving forces in the design of processes. The implementation of FAMIS has made FP&M continually rethink how we do business. Since FAMIS is the backbone linking our processes, its integration to other campus applications has been a priority. FAMIS continues to receive appropriate maintenance and ongoing planned updates to keep this tool contemporary.

Incorporating technology and computer needs to FP&M is primarily the responsibility of our internal Computer Support Services (CSS) unit. CSS supports the work delivery system by investigating any new project proposals related to computer hardware or software brought forward by any work unit, or input from any of the other established meetings (Fig. 1.1-3). Depending on the monetary impact, senior management may also be part of the research and approval process. CSS does a monthly PAF review and posts the results to the internal Website. This action, along with feedback from other FP&M gatherings, serves as means to promote a cycle time of review and action, ongoing productivity, effective cost control, along with input regarding organizational effectiveness and efficiency.

In addition, when appropriate, team members are sought from work units in the process flow, as well as cross-functional, and they utilize the PAF to address any issues that have been identified.

Another recent example outcome in using PAF was in a value stream mapping exercise to improve delivery of services for small projects (cycle time, productivity, cost control and overall efficiency), the outcome was the establishment of the PCC which then became a combination of strategic objective #4 and a goal for strategic object #2 (Fig. 2.1-2).

6.2b(1) Actual performance measures and indicators are identified and listed in Figures 6.1-1 and 6.1-2. Established measures ensure that work processes meet design and key requirements.

Figure 6.2-1 Work System Process Design
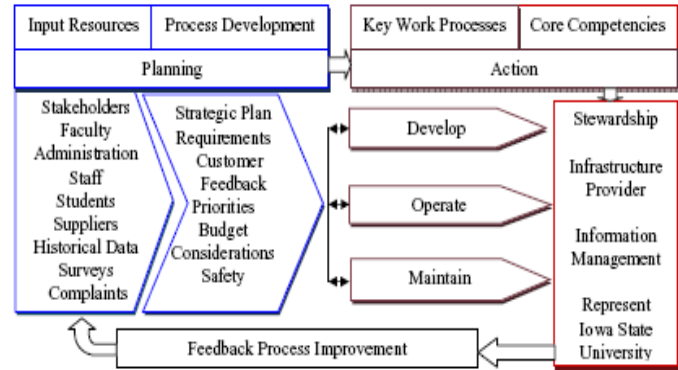
Figure 6.2-2 Work Process Improvement, Planning Action Feedback (PAF)

The day-to-day production and service deliveries are tested and checked at regular intervals as designated by our workflow process maps. In addition, work session meetings (Fig. 1.1-3) are conducted to ensure that these processes are aligned with the performance indicators established by each work unit. Examples are in the monitoring activities of the heating plant operators, where they take hourly equipment performance readings to ensure that the machinery is operating safely and efficiently. Another is the monthly internal audit of small project activity which reviews key customer feedback per project. Feedback from customers, combined with unit operations input, and financial information, all serve to influence the efforts to investigate and incorporate cost efficient improvements.

The use of automation/technology such as the Web, FAMIS, and Centric Project software has allowed customers to communicate needs, demands, and desires via a secure method that can be tracked through the processing of these requests (Item 4.1). Customers, suppliers, and to some extent, competitors are allowed to review pertinent information. Their feedback is solicited as a means to examine not only how we are doing, but also identify where we can improve. FP&M works closely with university partners and private vendors to optimize customer service performance efforts. Renewal of time and material contracts allows for direct interaction with vendors. In addition, working partnerships within ISU continue in the areas of Material Stores, Purchasing, EH&S, and with ISU Printing regarding preparation and availability of capital project bid documents for interested contractors.

(see Glossary)

FP&M attempts to influence processes in multiple ways. Support staff participate in several campus initiatives to improve processes such as campus purchasing, accounts payable, accounts receivable, Human Resources (HR) activities, and cash handling. One of the impetuses is to eliminate redundancies and seek ways to integrate either established technology, and/or new ways to improve delivery to the operations through new technology.

6.2b(2) Employees take responsibility for inspecting work and thus, for the overall quality of the final product. Supervision, guidance, and training are provided to staff to promote work methods that minimize re-work. On major projects, personnel have assigned inspection roles for the jobsites.

FP&M has a systematic methodology for announcing warranty issue dates via e-mail broadcast. Warranty issue dates are the date the warranty for a contractor-built project expires. The unit responsible for monitoring the project activities sends the broadcast. This communication system allows real-time tracking of possible contractor rework, which in turn allows timely appraisal of defects. This application of technology benefits all concerned because the error-prevention function has been streamlined and is capable of keeping up with the individual needs of those who access the system.

Project issues are ironed out through a cross-functional effort by all work units. Overall-cost for inspection, testing, and rework are minimized by establishing appropriate standards for each operational element in providing services which are published on the FP&M Website for all stakeholders to reference. These are constantly updated and revised to ensure that we comply with changing regulatory requirements. We also make sure processes in all levels of our organization are monitored, and practices are put in place to deter the recurrence of errors or deficiencies.

To complement our efforts to improve quality, the organization has established a monthly internal audit of small project activity. Using FAMIS, small project activity is monitored, reviewed, and investigated, as well as tracked against customer survey feedback. Findings are discussed with the specific units who provided the services.

University audits are requested and performed at regular intervals to ensure that loss prevention and risk management issues are enforced.

Many of the inspections, tests, and performance audits FP&M perform are required by government regulation or used to investigate critical issues. Each operational unit is expected to provide quality products and customer-oriented services, while staying within their assigned resource allocations and operating under all appropriate university policies.

To minimize overall costs of audits, the FP&M organization has set up secure connections to FP&M data

for other ISU operations (ISU Controller, ISU Internal Audit, Risk Management, Environmental Health and Safety (EH&S), etc.) allowing them to not only be self-sufficient in retrieving needed information, but also provide a less costly way to monitor and audit FP&M operations and business practices. This minimizes actual costs to FP&M.

Customers who also participate in auditing FP&M operations have access to up-to-date billing information (on-line via the Web), service expectations (on-line via the Web), and contact lists (on-line via the Web) allowing 24/7/365 monitoring. This allows the customer to seek out an immediate remedy to minimize less than expectation ramifications.

6.2c Work Process Improvement
6.2c FP&M's new strategic plan focuses on improving our value creation processes using action plan learning teams (Category 2 for strategic plan details).

FP&M is a cross-functional operation with the expectation that all FP&M employees are invited to participate in improvement processes. Certain areas have been targeted for specific improvement as determined from self-study focus groups, a strategic planning team, and customer feedback, but expand to involve staff from all areas in FP&M when and where appropriate. The organization has also been conducting active research, and targeting areas in preparation for future process improvements utilizing PAF as described in Figure 6.2-2.

Because of limited resources, FP&M looks at those areas identified by our internal and external key customers (Fig. P.1-7) as primary opportunities. This allows the organization to act upon the voice of the customer (VOC).

The FP&M support operations play an active role to enhance university-wide initiatives (e.g. diversity, social security number security, campus addressing, etc.). They function as an active partner for process improvements dealing with both support functions and value-creation processes.

The use of technology focuses on improving both internal and external processes. In some cases, such as on-line billing, Web development, and classroom scheduling, it is used for the benefit for both internal and external customers. Emphasis is put on developing tools to benefit internal operations, as well as provide information to external customers. Web pages, allow us to focus on specific and common needs simultaneously, and broadcast notification of worksite activity to those who subscribe. This is a primary systematic approach that allows FP&M to solicit and capture feedback, from both internal and external customers, in our effort for constant improvements in these services. This process also serves as a means to communicate to all in the organization on current and updated action plans. For more specific details on how technology is incorporated into the organization (Item 6.2b (1)).

Scheduled meetings, at all organizational levels, enable two-way and open discussions to evaluate both new and existing processes changes (Fig. 1.1-3).

The use of teams allows FP&M to improve processes in a timely and efficient manner (Fig. 7.5-6). The team, utilizing continuous quality improvement (CQI) techniques (Fig. 2.1-2

#4 and #5), accomplishes the process improvement assignment utilizing PAF. This process is repeated until all issues are resolved.

As FP&M continues its efforts in exploring ways of process improvement, it is understood that one method does not fit all work processes within the diverse FP&M service oriented organization. However, FP&M is taking a systematic approach in this regards by assessing new process improvement initiatives utilizing a prescribed system approach, PAF (Fig. 6.2-2).

Complementing the efforts described above, FP&M conducts active research in support of learning and innovation via several methods such as the Center for

Facilities Research (CFaR) project investigating A/E Design professional fees, safety by a graduate research project, and Business Services researching the effective rate (Fig. 7.5-1) as a scorecard metric.

As an additional means to constantly challenge existing practices and promote innovative ideas, FP&M electronic suggestion box was launched in 2005 with 88 suggestions and 88 responses published to date for the entire organization to review (available on-site). This initiative not only allows FP&M staff to raise questions, but also requires the organization to respond and publish the questions with answers for all to review.

Category 7. Results

7.1 Product and Service Outcomes

Recognizing that Facilities Planning & Management (FP&M) is a State of Iowa non-profit service operation (P.1a1), performance is evaluated by looking at the indicators in combination with comparative data. For an overall comparison of how FP&M is doing, service levels and available resources need to be reviewed together. Due to the unpredictable economics, projections for future fiscal year and beyond are to sustain current levels with incremental improvement where appropriate.

7.1a Product and Service Results

7.1a Key work units (Fig. P.1-1 & 6.1-1), Building Maintenance, Campus Services, and Custodial Services, expenditures per square foot are documented in comparison to peers in Figure 7.1-1a to 7.1-3a, and peer+ in Figure 7.1-1b to 7.1-3b. This comparative shows FP&M is higher in gross square foot per resource dollar when compared to peer institutions on a dollar per gross square foot (GSF) basis. This is also the case for the peer+ group comparisons, which are available onsite.

Figures 7.1-1a to 7.1-3a for peers, and Figures 7.1-1b to 7.1-3b for peer+, show we are highly efficient with the available resources, especially when considering customer satisfaction is good overall for peers (Fig. 7.2-5a to 7.2-9). For peer+, see Figures 7.2-5b to 7.2-7b.

Utilities, another major operating unit of FP&M, has key indicators and measures, which are presented in Figures 7.3-3 to 7.3-6. This operation has been successful in maintaining stable rates in these times of economic unrest. Given the resources, along with the published expectation standards, attaining the average amongst our peers and/or peers+ is Iowa State University (ISU) FP&M's stretch goal.

Recognizing that costs continue to increase (inflation and accommodating union negotiated staff contracts), our goal is to keep our costs lower than the costs of our peers, and accommodate the reasonable cost increases due to inflation and union contracts, while at the same time, striving to increase funding to maintain appropriate service levels. Trends for FP&M buildings, grounds, and custodial maintenance expenditures per GSF for the past

five years of our major focus areas are shown in Figures 7.1-4 to 7.1-6 (additional comparisons available onsite).

Figure 7.1-1a Building Maintenance [GSF/Staff] Peers
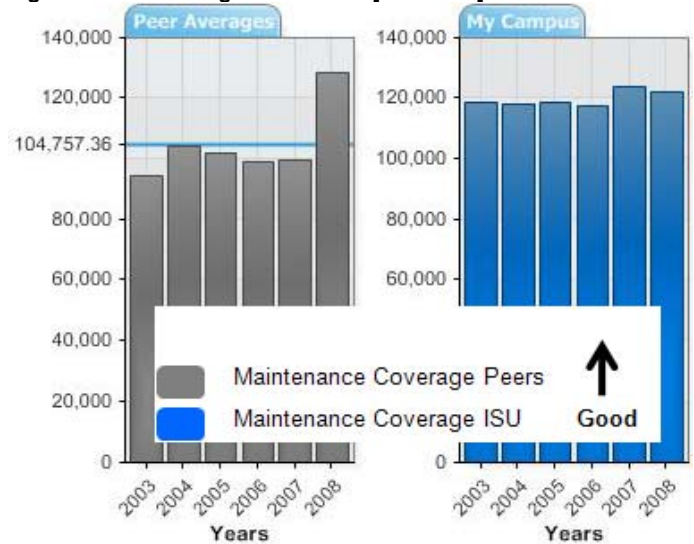
Figure 7.1-1b Building Maintenance [GSF/Staff] Peer+
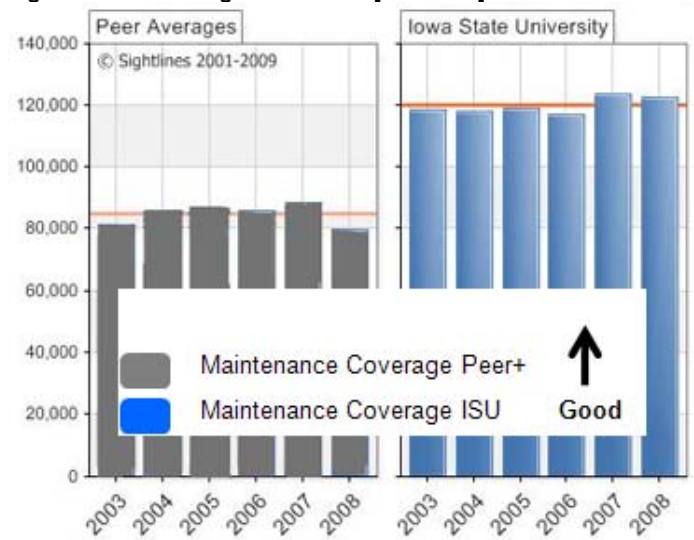
Figure 7.1-2a Grounds Maintenance [GSF/Staff] Peers

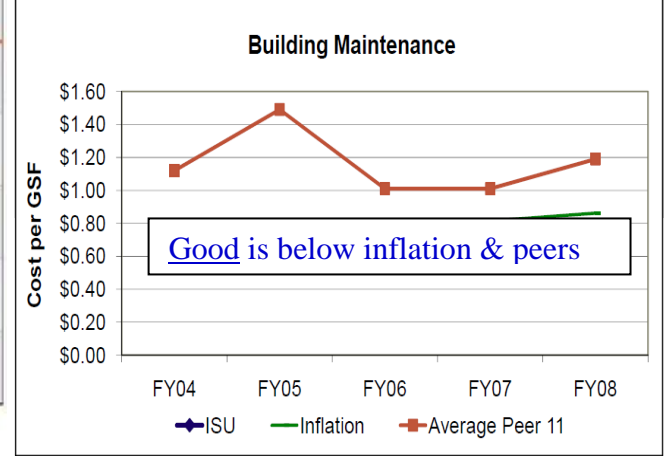**Figure 7.1-2b Grounds Maintenance [GSF/Staff] Peer+**

Figure 7.1-3a Custodial Maintenance [GSF/Staff] Peers

Figure 7.1-3b Custodial Maintenance [GSF/Staff] Peer+

Figure 7.1-4 Building Maintenance Costs
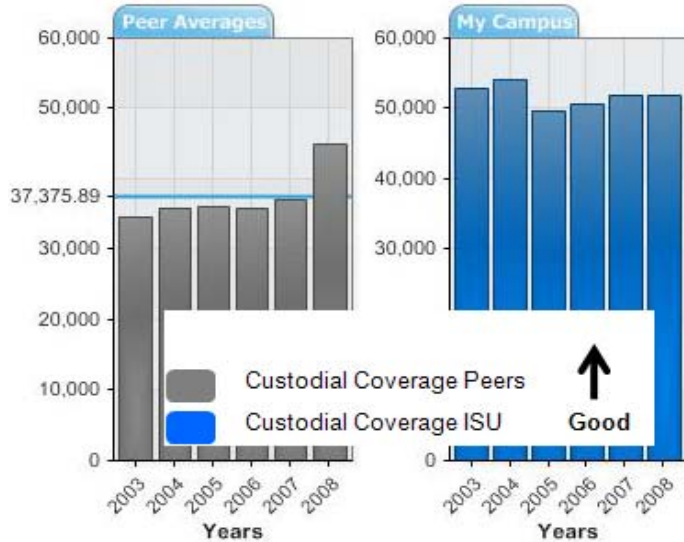
Figure 7.1-5 Grounds Costs
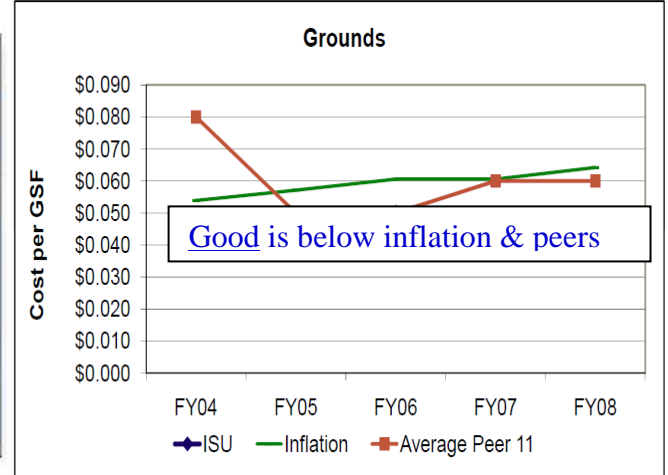
Figure 7.1-6 Custodial Costs

Custodial Services

Good is below inflation & peers

Figure 7.1-7 Labor Mkt. Rate Comparison

Job Class	ISU Pay Rate	ISU Bill Rate	Local T&M Billing Rate	Contrac tor T&M Billing Rate	Des Moines Billing Rate	RS Means Billing Rate
Painter	$20.70	$48	$25.00	$52.32	$40.58	$44.80
Drywall/ Plasterer	$20.70	$48		$50.99	$46.13	$46.39
Roofing	$20.70	$48	$44.39	$41.40	$36.10	$48.48
Mason	$20.70	$48		$38.51	$38.05	$52.20
Carpenter	$20.70	$48	$32.77	$47.12	$42.22	$51.74
Plumber	$21.63	$50	$49.00	$53.14	$52.16	$57.82
HVAC	$23.62	$50		$48.60	$45.82	$58.18
Sheet metal	$21.63	$50		$54.90	$52.90	$58.18
Electrician	$21.63	$50	$44.39	$51.29	$52.99	$57.09
Elec-High Volt	$24.68	$60			$49.44	
Elec-Voice Data	$21.63	$50		$50.27	$45.74	
Elev Mech	$23.62	$50			$59.87	$63.58

FP&M provides its services either equal to or below the peer review group's average and below the inflationary projection. This is viewed as being efficient with the allocated resources. Increases in the cost per GSF are reasonable and favorable as long as they are below the peer average.

This is also the case for the peer+ group comparisons available onsite. Key trades are also tracked against local market rates (Fig. 7.1-7) for purposes of keeping our services in line with the appropriate markets, with an emphasis on providing consistent quality service. The difference between the pay rate and billing rate is attributed to the overhead costs of stewardship for the ISU campus, which are incorporated into the FP&M labor rates and are an added cost when using external vendors. Customer use of our Web and on-line technology has increased dramatically in the last few years. Many customers want information about our services, enabling them to obtain detailed feedback immediately. On-line requests for services, room scheduling, and ordering of building keys have been available since 1997. FP&M has progressed beyond e-mail and relies on the Web as its primary method to receive requests from our customers. The amount of staff time and money saved by these methods is not measurable. Figure 7.1-8 shows a steady increase with the continued popularity and use of this service in spite of the dip in overall work requests (all sources) for the fiscal year-end 2007, and carry over into 2008. Web-based billing service started in 2001, and customer usage is shown in Figures 7.1-9 and 7.5-5.

7.2 Customer-Focused Outcomes
7.2a Customer-Focused Results
Annually, FP&M distributes customer surveys regarding our major focus in servicing the broadest range of customers on campus, building maintenance, grounds, and custodial services to college deans, directors, and department heads, asking them to share the survey with others as appropriate. This allows us to collect data from a cross-section of university faculty, staff, and university administration, our key customers (Fig. P.1-7).

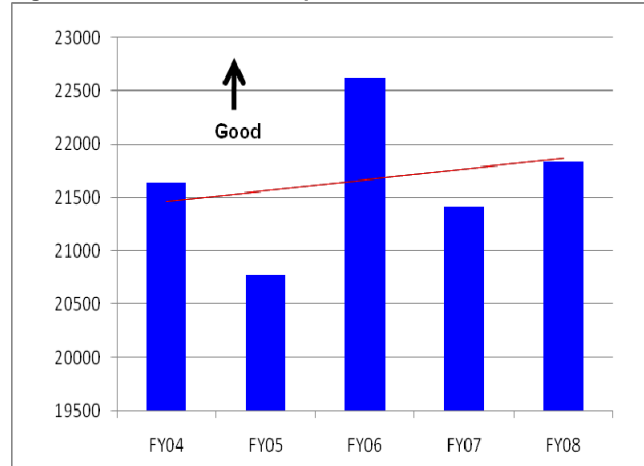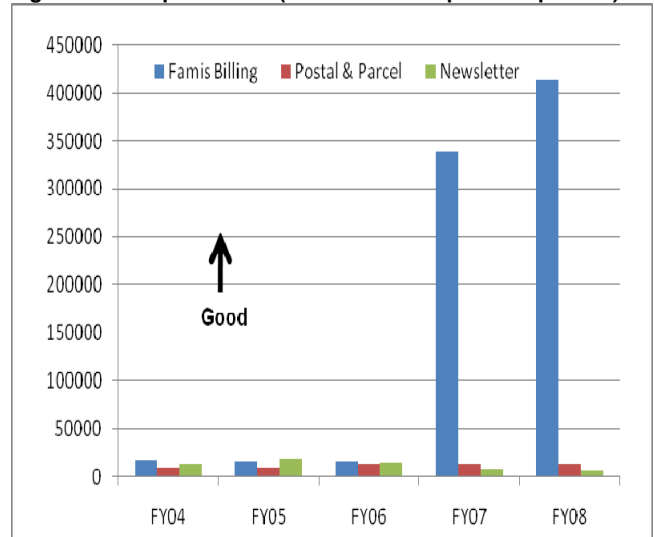**Figure 7.1-8 Web Service Requests**

Good

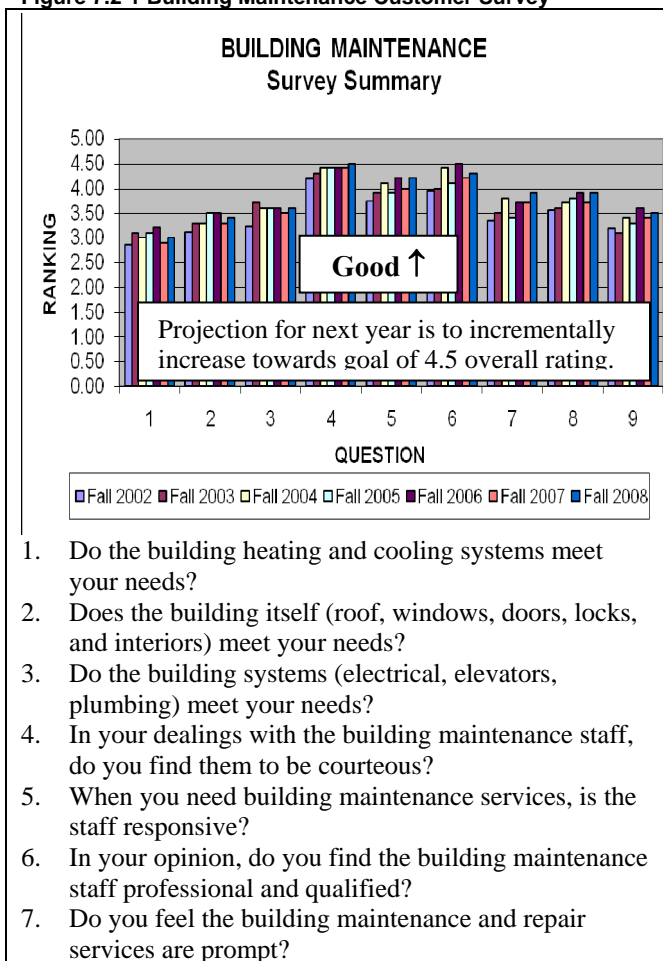**Figure 7.1-9 Paper to Web (Reduction in Paper to Paperless)**

Good

Due to the unpredictable economics, projections for future fiscal year and beyond are to sustain current levels with incremental improvement where appropriate.

7.2a (1) Figures 7.2-1 to 7.2-3 show levels and trends for customer satisfaction in facilities work units. These three areas comprise more than half of our work force, and have high customer visibility and interaction.

To address the concern of the diminishing return rate over the past few years, the respondent group was expanded beyond the campus leadership to include a larger audience of customers. This group was expanded to include the actual requestors of services as tracked by the FAMIS system.

In doing so, the organization has RESET THE BASELINE for 2007 by including not only the original campus leadership, but also those customers who make contact with FP&M for services. The response group went from 30-31 in 2005 and 2006, to over 220 respondents in 2007. The larger group is felt to be more representative of the campus. In spite of this change, the survey responses remained equivalent to the previous year. The findings from these surveys are incorporated into the overall organizational findings (Fig. 7.2-5a to 7.2-7a) for peers and (Fig. 7.2-5b to 7.2-7b) for peer+.

Figure 7.2-1 Building Maintenance Customer Survey

1. Do the building heating and cooling systems meet your needs?
2. Does the building itself (roof, windows, doors, locks, and interiors) meet your needs?
3. Do the building systems (electrical, elevators, plumbing) meet your needs?
4. In your dealings with the building maintenance staff, do you find them to be courteous?
5. When you need building maintenance services, is the staff responsive?
6. In your opinion, do you find the building maintenance staff professional and qualified?
7. Do you feel the building maintenance and repair services are prompt?

8. Do you feel the communication process of relaying your maintenance and repair needs to our building maintenance department is effective?
9. Do you feel you are given adequate feedback of repairs and services?

Figure 7.2-2 Grounds Customer Survey

1. Do you feel pick up of litter around your building is adequate?
2. Do you feel the appearance of the landscape around your building is adequate?
3. Does snow removal on campus meet your needs?
4. Does the overall appearance of the campus landscape meet your expectations?
5. Do you feel sidewalk repair is adequate?
6. In your dealings with the campus services staff, do you find them to be courteous?
7. In your opinion, do you find the campus services staff to be professional and qualified?
8. Do you feel the communication process of relaying your needs to campus services is effective?
9. Do you feel litter removal for the campus overall is adequate?

Figure 7.2-3 Custodial Customer Survey

1. Are the public traffic ways, (hallways, entries, stairs, etc.) adequately cleaned?
2. Are the restrooms adequately cleaned?
3. Are the classrooms you use adequately cleaned?
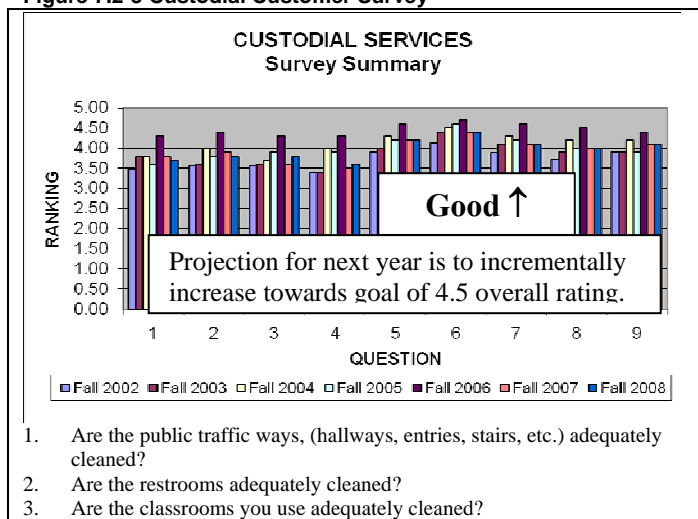
4. Is your office space (empty trash, clean floor, dust open surfaces) adequately cleaned?
5. When you need additional cleaning service, is the staff responsive?
6. In your dealings with the custodial staff, do you find the employees to be courteous?
7. In your opinion, do you find the custodial staff to be professional and qualified?
8. Do you feel the process by which you communicate your cleaning needs is effective?
9. Do our work hours meet your needs?

Other internal and external surveys are conducted (available on-site), such as the customer satisfaction survey for computer support services (CSS), and the accounting unit. For all practical purposes, there were no significant differences or degradation in service quality substantiated by the self-study external review group.

7.2a (2) The nature of our business as a state agency service unit is to predominately provide services to the ISU community on a non-profit basis and keep current customers satisfied (Fig. P.1-7).

FP&M's customer base is predominantly defined by the university community. It is our goal to meet, if not exceed, their expectations as often as possible with a target rating above the average of 2.5 (Fig. 7.2-1 to 7.2-3 & 7.2-7a&b). FP&M is doing a good job at meeting customer expectations. FP&M completed its environmental scan conducted by one of the strategic planning teams. The scan involved asking the leadership of our customer base to evaluate our services, telling us not only the level of service, but also conveying the importance of that service.

Figure 7.2-4 FP&M Environmental Scan (2007) Quality vs. Importance Wave Scatter Chart
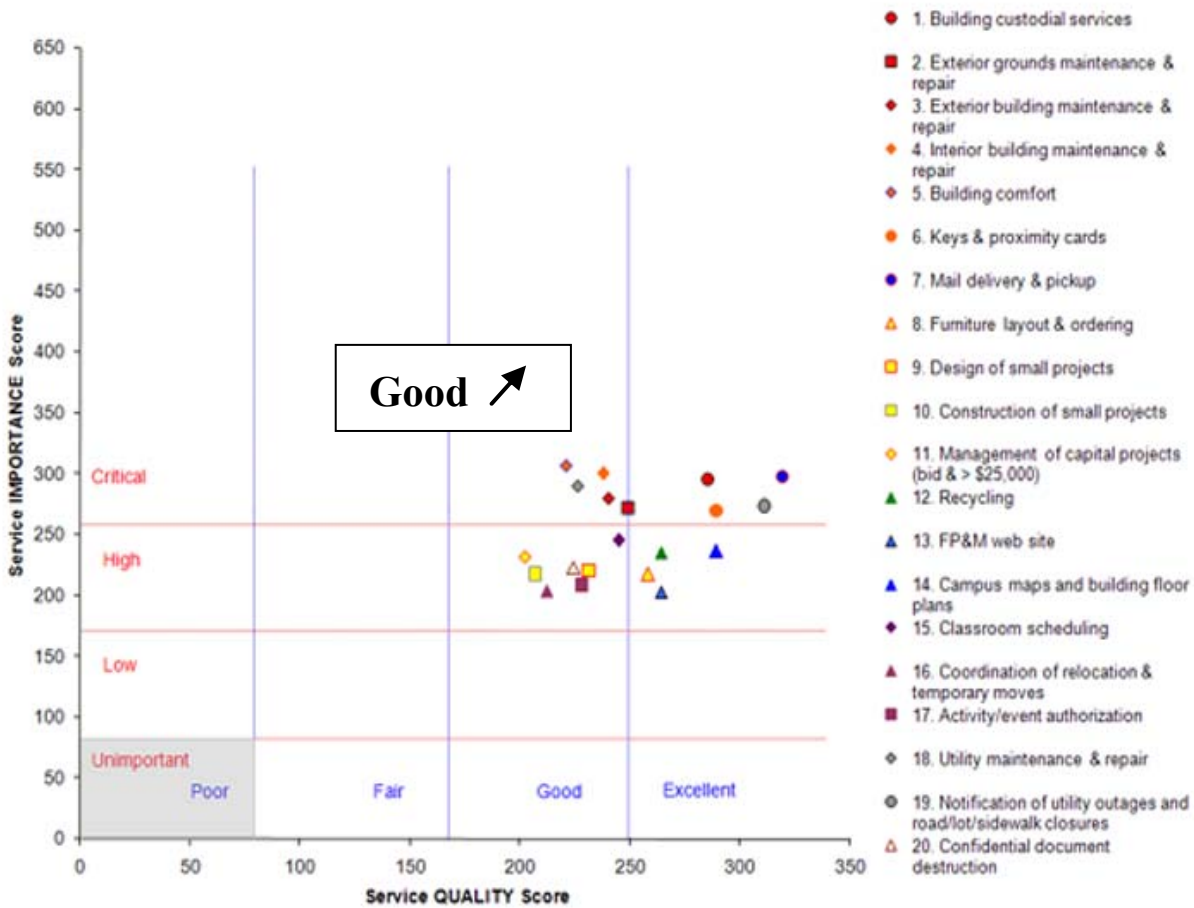
The results showed that all FP&M services were HIGH OR CRITICAL IN IMPORTANCE, AND GOOD OR BETTER IN QUALITY. This was confirmed by the follow-up 2007 environmental scan (Fig. 7.2-4) showing little variation from 2005. Recognizing that FP&M's role as a service unit in a state government agency does not allow for evaluation against private sector competitors, the comparative analysis is best done against a select group of top notch comparable institutions (peers).Thus, Figure 7.2-5a demonstrates our

ability to satisfy better than 80% of our customers, while meeting or exceeding our peers who have more extensive resources to perform similar activities (Fig. 7.3-2a). The same argument can be voiced regarding peer+ (Fig. 7.2-5b & 7.3-2b). Our customers express their general satisfaction with services provided based on the prescribed service levels and expectations. This satisfaction is shown in Figure 7.2-5a, 7.2-6a, and 7.2-7a, as compared to our peers (Fig. 7.2-5b to 7.2-7b) for peer+.

(see Glossary)

To measure perceived value and customer expectations, the FP&M Business Services utilize unit specific indicators and metrics (available on-site).

Because our resources are less staff/GSF than any of our peers (Fig. 7.1-4a to 7.1-6a) and peer+ (Fig. 7.1-4b to 7.1-6b) for the main/key services (Fig. P.1-1 & 6.1-1), along with overall organizational budget (Fig. 7.3-2a peers & 7.3-2b for peer+), ISU FP&M demonstrates that it obtains a better value of service for an equal dollar value compared to either peers or peer+, based on our service expectations (Fig. 7.2-7a & 7.2-7b).

The organization has established an internal benchmark not to settle for anything less than a measure of 3 on a 5 point scale with a stretch goal of exceeding 3 approaching 3.5 in all service areas.

FP&M's efforts to make sure the customers not only understand FP&M processes, but prescribed service levels, which are published on the FP&M Website.

Figure 7.2-5a ISU FP&M Customer Satisfaction Peers

Projections for future fiscal year and beyond are to sustain with incremental improvement.

Figure 7.2-5b ISU FP&M Customer Satisfaction Peer+

Figures 7.2-8 and 7.2-9 provide additional support of FP&M also out produces its peers in utilizing its CFMS

(FAMIS) with a growing number of work order production peer FTE (Fig. 7.2-10).

Figure 7.2-6a ISU General Satisfaction with FP&M Peers

Projections for future fiscal year and beyond are to sustain with incremental improvement.

Figure 7.2-6b ISU General Satisfaction with FP&M Peer+

Figure 7.2-7a Work Meets Customer Expectations Peers

Projections for future fiscal year and beyond are to sustain with incremental improvement.

Figure 7.2-7b Work Meets Customer Expectations Peer+

Figure 7.2-8 Customer Knowledge of Processes

Figure 7.2-9 Customer Understanding of Service Levels

Figure 7.2-10 Customer Requests Work Orders/FTE
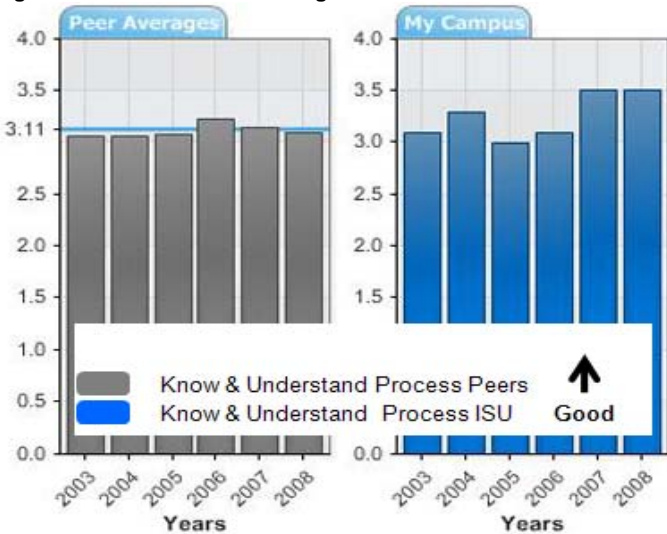
Final confirmation of FP&M efforts as good stewards for the university environment came in 2007 from the University Life Survey (independent survey conducted by ISU Provost Office) where 91.8% of the respondents agreed that ISU maintains an attractive campus and 75.6% agreed that ISU works to improve the quality of its facilities. Website: **http://www.provost.iastate.edu/reports/universitylife2007/UnivLife WebRep.pdf** .

7.3 Financial and Market Outcomes
Since FP&M is recognized as a service unit within a state government agency, financial results related to effectiveness and efficiency are best evaluated showing how allocated resources are used to achieve the highest possible service level (doing more with less). It is for this reason that information already presented in items 7.1 and 7.2 need to also be considered when reviewing data presented in 7.3 in order to provide the appropriate context. The measures are intended to show how the organization expends its budget to provide the highest quality service, thus fulfilling its core value of being a good steward. Due to the unpredictable economics, projections for future fiscal year and beyond are to minimize the impact on providing customer services.

7.3a(1) The tracking of budget allocations over the past several years serves as a means to measure FP&M's financial standing. FP&M's total budget consists of allocations shown in Figure 7.3-1 with a decrease between FY08 to FY09 do mainly because of the university RMM budget model redistribution (Items P.2a2 & 2.2b).
To evaluate overall performance, including financial, FP&M needs to demonstrate the ability to spend down the allocated budget in conjunction with meeting customer expectations as described in Item 7.1. It is in this way that FP&M demonstrates good stewardship in providing the best service given the allocated resources.

Figure 7.3-1 Allocated Funds

It is not the quantity, but the use of funds to obtain the best. Decrease due to RMM.
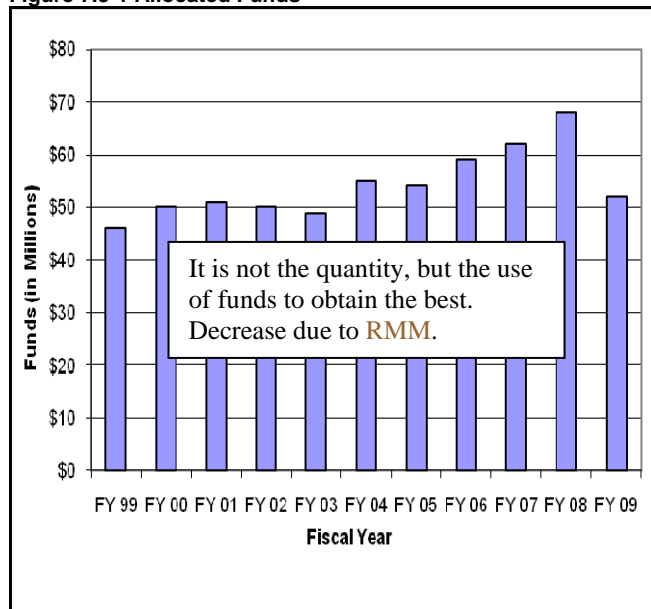
Figure 7.3-2a Operating Budget (actual) Peer Comparison

Projections for future fiscal year and beyond are to deal with potential budget decrease while maintaining GSF.
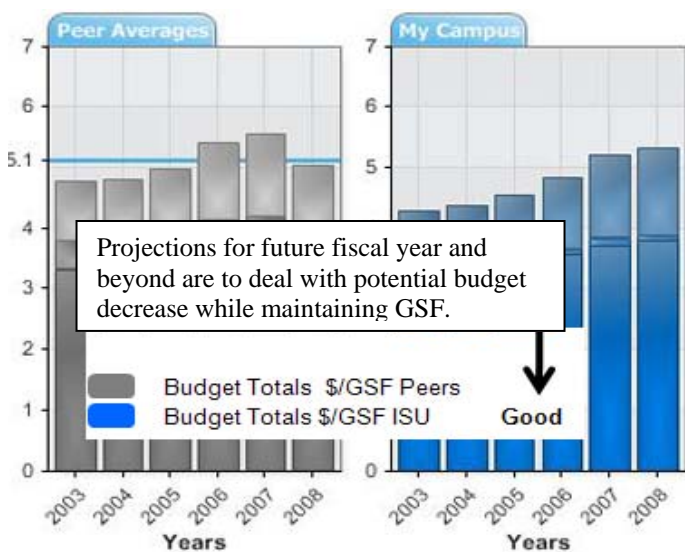
FP&M measures its financial performance against peers and peer+ by minimizing the cost spent to maintain the current levels of service per gross square foot (GSF) of space (Fig. 7.3-2a & 7.3-2b) without jeopardizing the expected level of service quality (Fig. 7.2-5a to 7.2-7a for peers & 7.2-5b to 7.2-7b for peer+).

It is in this way that the key metrics (Fig. 2.2-1) are combined to evaluate the organization's ability to meet its charter (Fig. P.1-2), continue to strengthen the core competencies (Fig. P.1-3) all while carrying out its strategic objectives (Fig. 2.1-2).

Figure 7.3-2b Operating Budget Peer+ Comparison
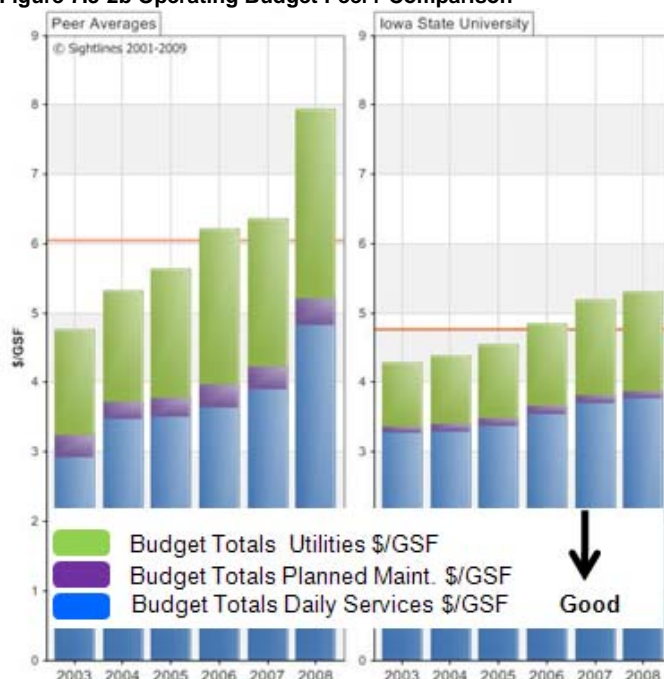
7.3a (2) As a state government non-profit support services operation, FP&M is restricted in expanding its market. Competition with the private sector is prohibited. Thus, developing new markets where local businesses express concerns is limited significantly. However, FP&M does make an effort to monitor and compare against the local market when and where it is appropriate (Fig. 7.1-7 & 7.3-3).

Figure 7.3-3 Utilities Generation Rates of FP&M versus Private Utilities Rates

FY 2003 Rates	FP&M Utility	Private Utility
Steam	$10.20	$10-$12
Electricity	$0.058	$0.070
Chilled Water	$0.123	$0.13-0.15

Because of its importance and potential external competition, FP&M Utilities functions as a full recharge entity, and is designated as a university auxiliary enterprise. Current private utilities generation rates are difficult to obtain because of direct comparisons and constantly changing markets. Instead, we compare against our peer institutions. The rates for FP&M Utilities Services, which have remained fairly level and stable, are seen as being more favorable with incremental (manageable) change than the significant changes of peers. FP&M shows a lower trend with no significant fluctuations, as compared to the majority of our peers in spite of rising costs shown in Figure 7.3-4. This is also the case for the peer+ group (comparisons available onsite). The significant shift from FY07 to FY08 demonstrates the volatility of the energy market.

Figure 7.3-4 Energy Total Unit Cost
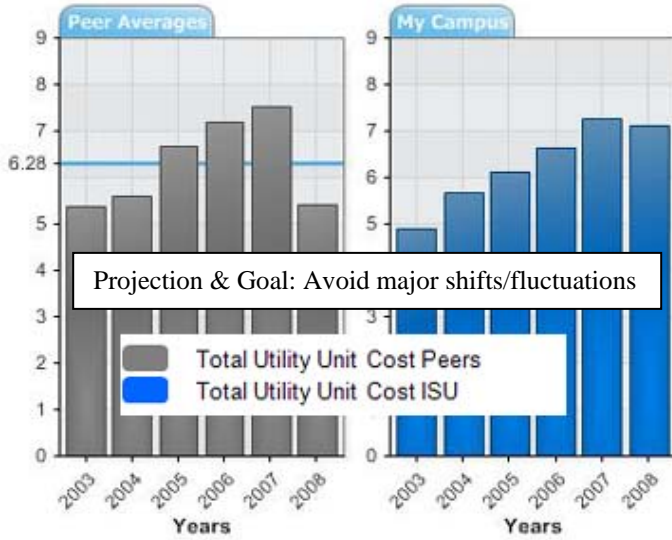
Utilities generation rates compared to the rising costs of fuel, shown in Figure 7.3-5, gives an indication of our efficiency in producing these utilities when fuel costs are dramatically rising (changing), but electric generation rates show only a slight increase.

**Figure 7.3-5 Rates to Fuel Costs**
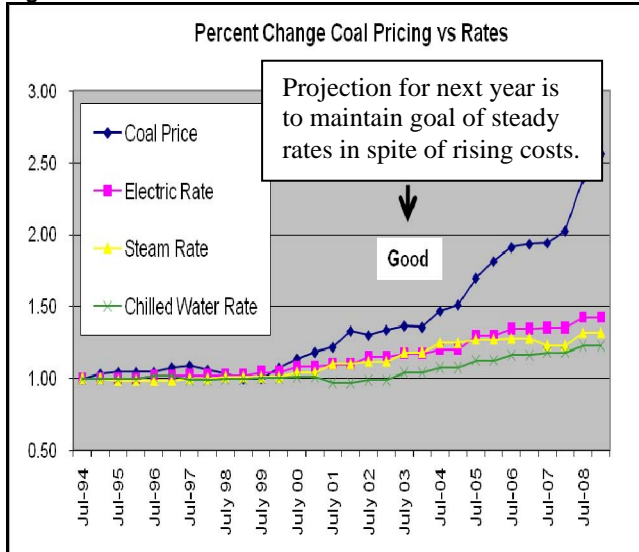
Financial tracking, trend monitoring, and market comparisons for all operating units are done where appropriate, keeping in mind that there is an emphasis on the major units in regard to FP&M's overall financial impact. Comparison to external local markets is done, more specifically labor rate comparisons (Fig. 7.1-7 & 7.3-3), recognizing these rates do not reflect the inclusion of management and oversight fees, which is an additional cost.

The detailed information and analysis maintained within FP&M is not presented in this document due to space limitations, but can be made available for viewing on-site.

Figure 7.3-6 Energy Consumption
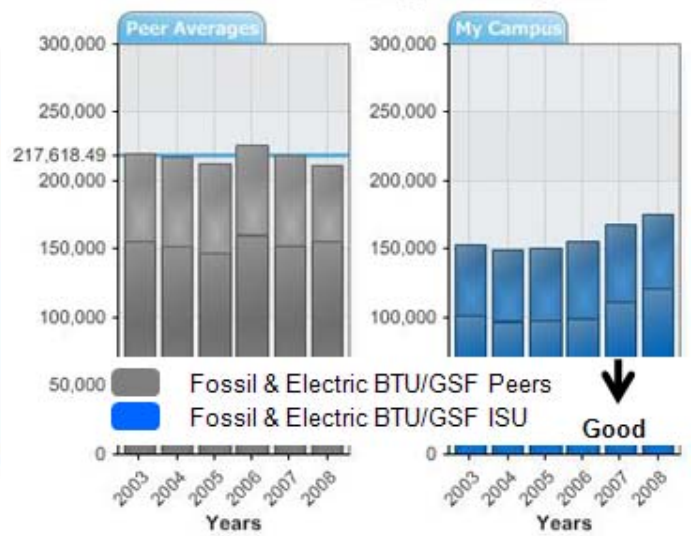
7.4 Workforce-Focused Outcomes
7.4a Workforce Results
Due to the unpredictable economics, projections for future fiscal year and beyond are to sustain current levels with incremental improvement where appropriate.

7.4a (1)The willingness of staff throughout the organization to volunteer and participate in team activities demonstrates FP&M's workforce engagement and development Fig. 7.4-1a). It is through these team efforts that FP&M promotes interaction, as well as the betterment of the organization by involving staff from the onset.

Figure 7.4-1a Team Participation
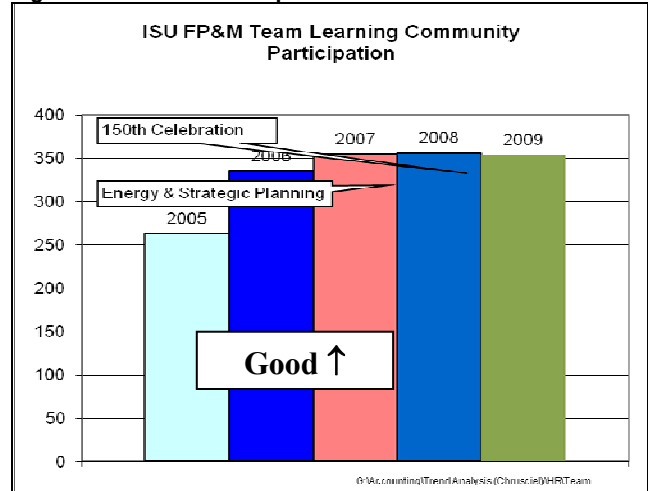
Reasons for outliers are due to the one-time energy conservation initiative in 2006, and the 150th celebration in 2007. An additional measure used as an indicator for tracking leadership engagement is similar to the US Army Armament Research and Development Engineering Center (2007 National Baldrige Award Winner) where they track intent to stay. The US Army ARDEC reports just under 100%, where FP&M has maintained 100% of its leadership core for over 7 years.

Employee satisfaction is measured and tracked via the semi-annual all-employee survey (Fig. 7.4-8), and can also be measured by tenure, FP&M has over 50% with 10+ years of service (Fig. 7.4-9). This comprehensive survey (available on-site) measures the organization's performance of all from the perspective of the staff in the following categories: 1) Customer focus [5 of the 7 indicators show a favorable improvement trend, 2 OUT OF THE 7 TRACK FOR THREE YEARS AND THEY ARE FAVORABLE], 2) Leadership effectiveness [5 of the 8 indicators show a favorable improvement trend, which includes an improving perception that leadership is providing a good example of ethical behavior, 1 OUT OF THE 8 TRACKS FOR THREE YEARS AND IT IS FAVORABLE], 3) Training and human resources [7 of 11 indicators show a favorable improvement trend, 5 OF THE 11 TRACK FOR THREE YEARS AND THEY ARE FAVORABLE], 4) Job satisfaction [Even though only 1 of 5 indicators shows a favorable trend, the key indicator of being a great place to work is a positive trend. The other indicators, which also reflect on satisfaction, deal with personal accomplishment attainment, career advancement, and value as an employee that are part of the union contract limitation, none of these track for more than two years] 5) Workgroup performance [2 of the 12 indicators show a favorable trend, which gives indication that workgroup dynamics is in need of attention, 10 of the 12 track for three years with feedback from supervisors being a favorable indicator tracking over three years].

An additional measure of workforce engagement is the interest by staff to become and stay informed on current happenings within FP&M. This is done via bi-monthly optional forums (Fig.1-1-3) where staff are solicited for pertinent topics and then discussed along with any other ad hoc issues brought up during these forums. Increased attendance confirms ongoing interest and engagement by all FP&M staff (Fig 7.4-1b).

Figure 7.4-1b Forum Total Annual Voluntary Attendance
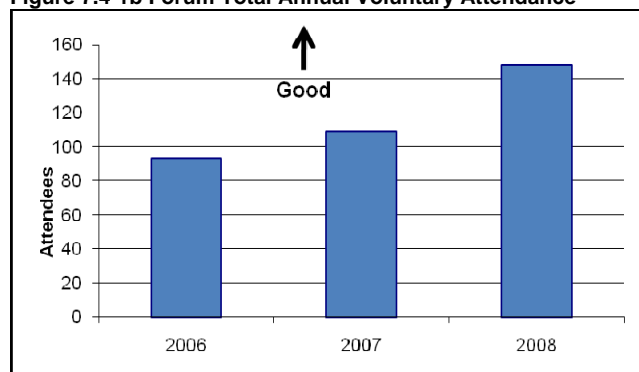
7.4 a(2) Training along with development and its benefit is a priority in FP&M. FP&M focuses on the value of training sessions over a three-year cycle and strives for a high completion percentage utilizing a combination of innovative in-house and on-line training methods.

The FP&M on-line training academy has enabled employees to complete more training sessions (Fig. 7.4-2), while decreasing the hours and dollar investment (data

available on-site). The academy utilization is also tracked and provides feedback on the major components currently being addressed by the training modules (Emergency Plan, Hazard Communications, Ethics, Technology, Fire Extinguisher Training, Drug Free Work Place, and Discrimination and Harassment Policy) (Fig. 7.4-2). The three-year cycle demonstrates the overall improvement in use of this valued delivery tool.

Figure 7.4-2 Required Training Completion
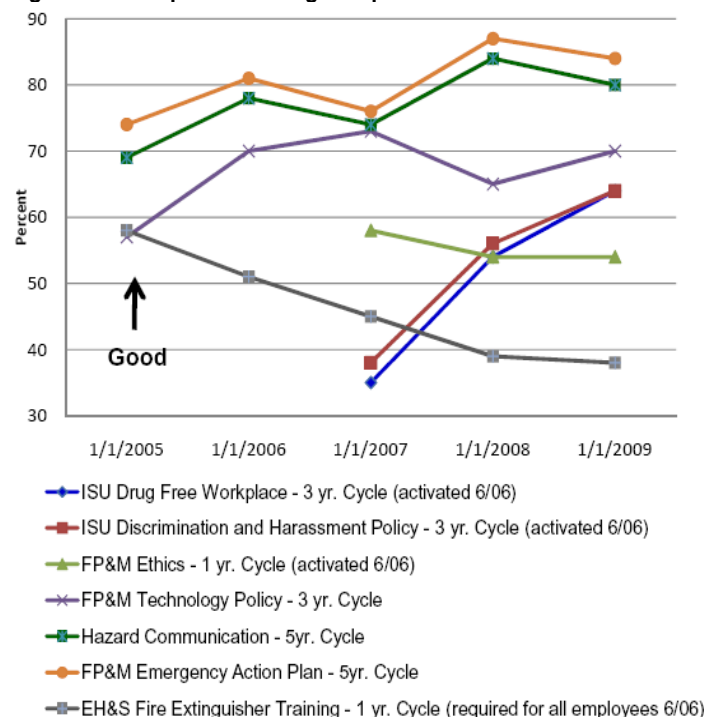
Average annual training per employee, while significantly decreasing our costs (Fig. 7.4-4), demonstrates the overall savings, while still providing the necessary and effective training.

ISU FP&M measures its ability to sustain a well-staffed, satisfied workforce through analysis of turnover information (Fig. 7.4-6). FP&M continues to lower this rate, which is already dramatically lower than the 2007 National Baldrige winners for both professional and support staff.

In support of employee learning and development, FP&M continues to invest in team strategies that enable the organization to adapt to changing demands. This is evidenced by the increasing numbers of staff becoming involved in support of our team learning community (Fig. 7.4-1a).

7.4a(3) The organization's capability and capacity is by definition tracked by the effective rate (Item 7.5-1). This calculation takes into account the amount of billable time available and adjusts the capability based on non-billable activities. Part of this calculation is the amount of resources expended for training and development, which is tracked (Fig. 7.4-2 & 7.4-4). It is the allocated budget (resources) that set the levels for staffing.
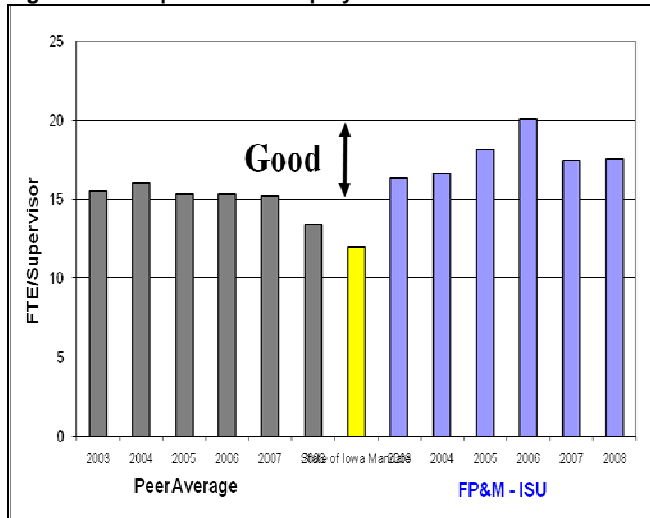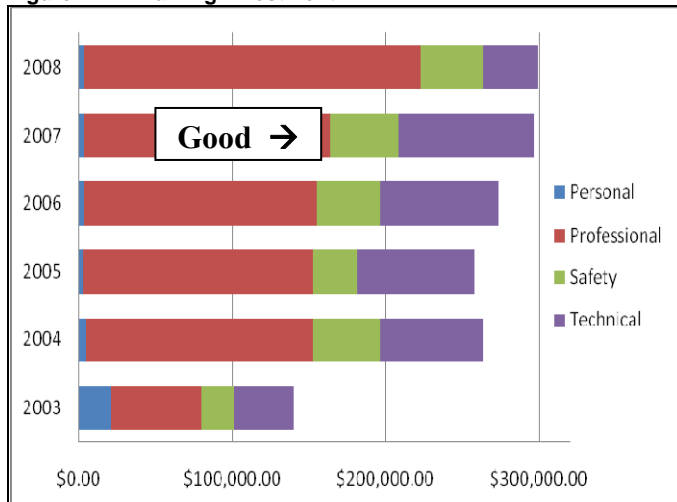
Figure 7.4-3 Supervisor to Employee Ratio

Figure 7.4-4 Training Investment

Workforce climate (health, safety, and security) is measured by the ongoing analysis of injuries, as well as numerous other reports available on-site.

The effectiveness of our safety training is reflected in the injuries, which have declined, including 2007 when discounting for the unusual ice storm that winter (Fig. 7.4-5).

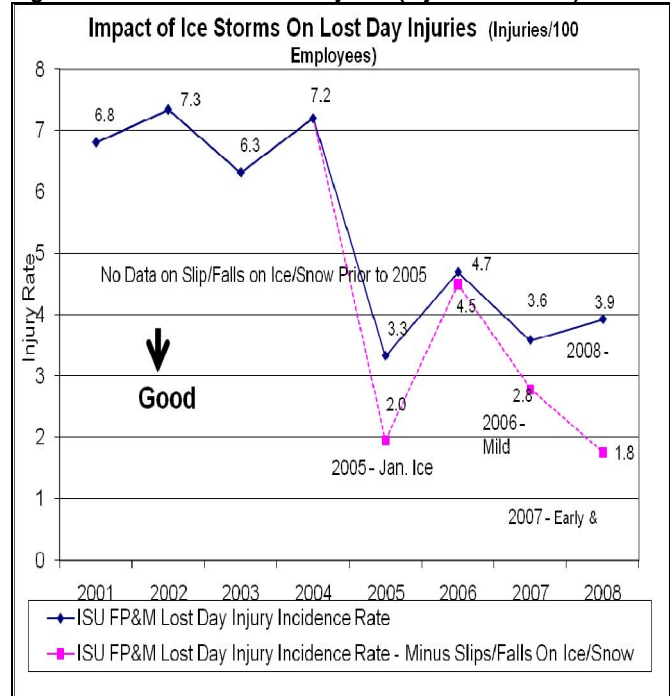**Figure 7.4-5 Lost Time Due to Injuries (injuries/100 staff)**

These factors are considered relevant to the employee turnover results. Only two employees were laid off over the past 10 years due to budget reversions or reallocations. Although the official turnover rate of FP&M for FY06 is 5.47%, this rate reflects the increasing number of eligible staff able to retire. In fact, the high turnover for 2004 was a large number of qualifying employees took advantage of the university early retirement incentive program that expired June 30, 2004.

Another pertinent metric for evaluating staffing levels and appropriate skills is the supervisor to employee ratio (Fig. 7.4-3). This is an indication of not only skills application by minimizing required supervision, but also empowerment reflecting staff capabilities. It is viewed as a complementary work performance and effectiveness indicator for measuring workforce engagement.

7.4a(4) As we continue to invest in our staff, FP&M employees are also provided a benefits package (Fig. 5.2-2) complementing FP&M and ISU training opportunities. These costs, calculated as a percentage of salaries, are on the rise and considered an important incentive to work at FP&M (Fig. 7.4-7).

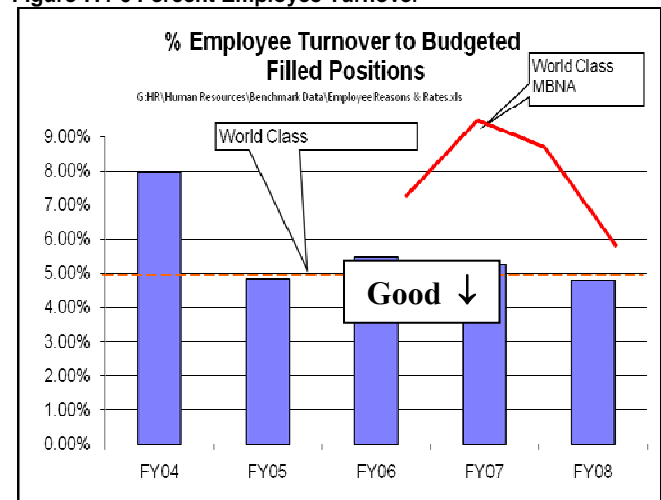**Figure 7.4-6 Percent Employee Turnover**

Figure 7.4-7 Benefits Percentage of Salaries

	Merit Staff	P&S Staff
FY05	38.9%	29.5%
FY06	40%	31%
FY07	42%	32.5%
FY08	42.7%	32.7%
FY09	45.1%	33.3%

Figure 7.4-8 FP&M Employee Survey Results

Question	2002	2005	2007
2. The customers of my workgroup feel we listen and are responsive to their needs.	3.87	3.95	4.01
3. My workgroup has good working relationships with other FP&M workgroups.	3.39	3.79	4.02
10. My supervisor delivers a message consistent with FP&M's goals and initiatives.	3.04	3.04	3.72
15. Management within FP&M demonstrates ethical behavior through their daily actions.		3.12	3.28
16. I have received the training I need to do my job properly.	3.85	3.89	3.90
18. FP&M employment policies and work practices are enforced.	2.51	3.06	3.07
28. I would recommend FP&M as a good place to work.		3.65	3.66
35. Our workgroup receives constructive feedback on our performance from our supervisor.	3.09	3.35	3.39

Figure 7.4-9 Tenure of FP&M Employees
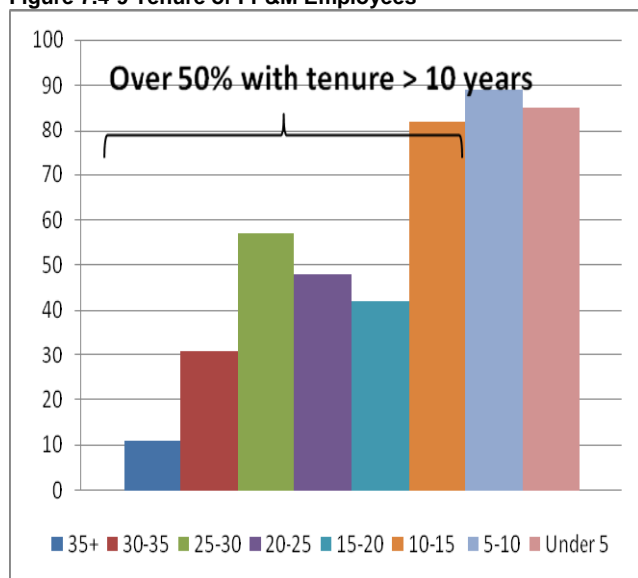
7. 5 Process Effectiveness Outcomes
7.5a Process Effectiveness Results
7.5a(1) Organizational performance is determined by looking at all the Figures provided in items 7.1 through 7.4 in Category 7. Each major system (service unit) can be evaluated separately and/or the organization can be reviewed as a whole, e.g. custodial services in Figure 7.1-6 compares our cost/GSF against our peers. In spite of spending less (Fig. 7.2-1) our customers' expectations are being met, and in most cases exceeded given this level of resources (Fig. 7.2-7a&b). Figure 7.2-4 shows that our key services are still identified by our customers as being high to critical and at a good to excellent service level. Finally,

Figure 7.5-1 demonstrates that these services are at the higher end of the effectiveness range.

The organization can be evaluated as a whole, taking into account Figure 7.2-4 (no services below good and high), Figures 7.2-5a and 7.2-6a (Fig. 7.2-5b to 7.2-6b for peer+) showing that overall service satisfaction is above peers, and Figure 7.3-2a showing an operating budget below peers (Fig. 7.3-2b for Peer+). It is through the interpretation of the combined review of all these indicators that FP&M measures and shows its world-class performance of its work systems.

FP&M, also tracks its journey towards achieving world-class by the feedback from IRPE (Fig. 7.5-2). This measure provides feedback to the entire organization as a comparison to not only our ongoing efforts, but comparison to external organizations as well. The achievements of the 2004 bronze recognition, and the 2005 through 2009 silver recognition, serve as indicators that FP&M is making progress towards the vision of becoming world-class.

Workplace preparedness for disasters and emergencies is predominantly handled through the efforts of the ISU campus (EH&S and Department of Public Safety (DPS)). FP&M further supports these efforts with complementary training, upkeep of appropriate manuals, and updates to staff via FP&M open forums. Due to the unpredictable economics, projections for future fiscal year and beyond are to sustain current levels with incremental improvement where appropriate.

7.5a(2) Operational performance of work processes is tracked via the organizational effectiveness, which is per actual billed hours by unit. Benchmarking and peer institutional and peers+ data has not been available for comparisons in this regard. This is not a major concern since the primary objective is to measure our success internally, and demonstrate to our customers how we are doing. Based on preliminary investigations to date, no other peer institution collects this comprehensive data. As a means of comparison, we have identified organizations that won the National Baldrige Award and Nebraska Edgerton Award to establish our stretch goal BOUNDARIES.

The stretch goals are normalized to take into account comparable contracted time off (holidays, vacation, etc.).
In addition, trade-offs and compromises are important so as to provide adequate time for training, time-off, etc. Thus, a FP&M RANGE is calculated (Fig. 7.5-1). The objective is to get all units including the overall organization within the RANGE BAND at the high end of the best in class.

Based on both the normalized stretch goal and the FP&M range, the majority of units and overall organizational effective rate is within the stretch goal band, and is at the upper level of the FP&M range.

Efficiency and innovation are also tracked by the indicators for satisfaction for peers (Fig. 7.2-5a & 7.2-6a) and peer+ (Fig. 7.2-5b & 7.2-6b) while taking into account our limited resources as compared to our peers (Fig. 7.3-2a) and peer+ (Fig. 7.3-2b).
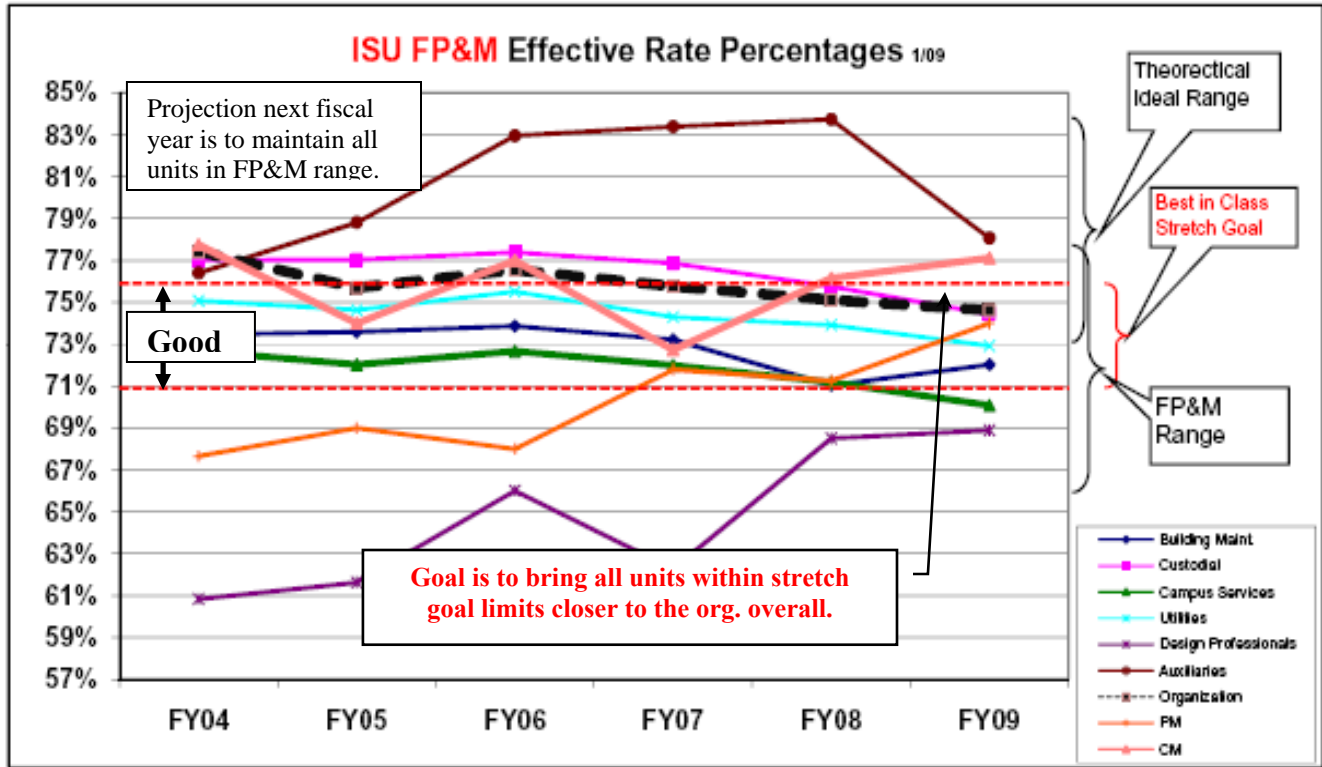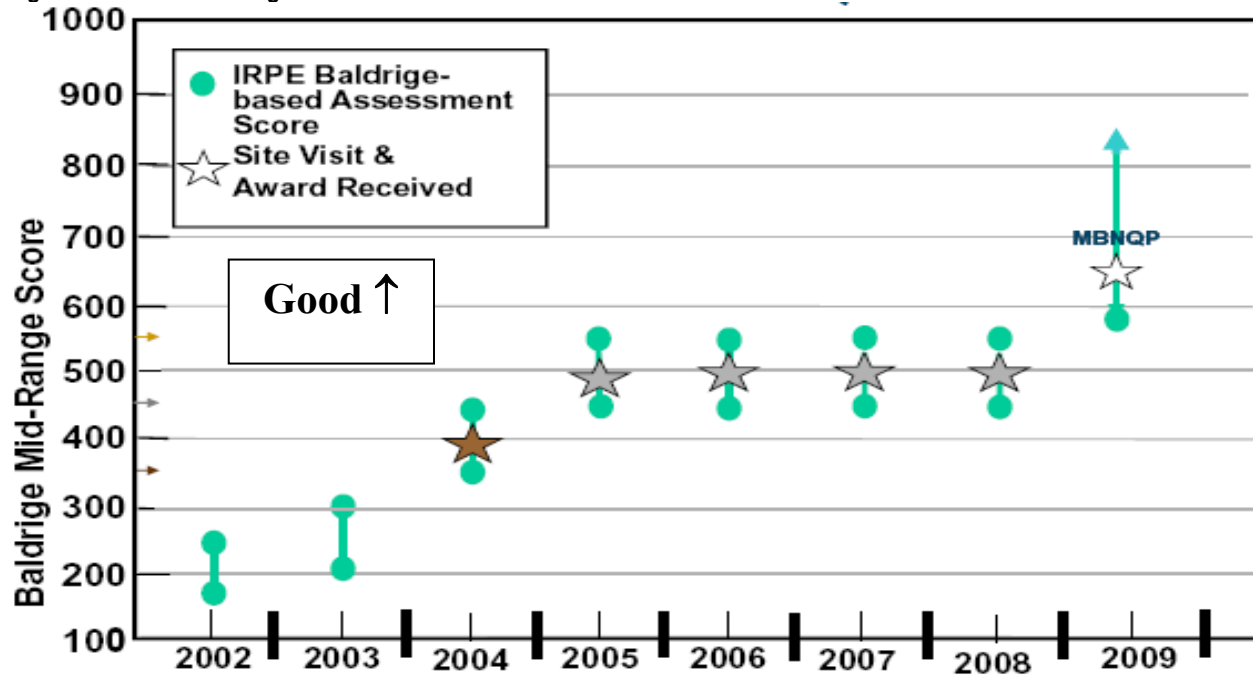
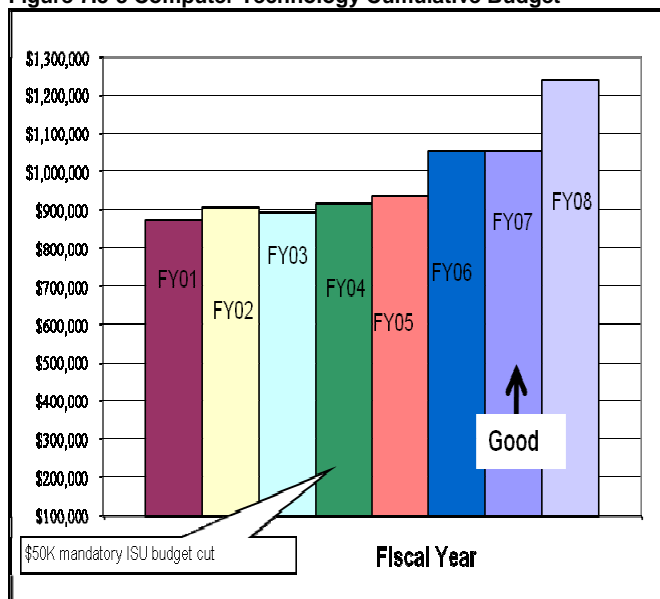**Figure 7.5-1 Organizational Effectiveness**

ISU FP&M Effective Rate Percentages 1/09

Projection next fiscal year is to maintain all units in FP&M range.

Good

Goal is to bring all units within stretch goal limits closer to the org. overall.

Theorectical Ideal Range

Best in Class Stretch Goal

FP&M Range

- Building Maint
- Custodial
- Campus Services
- Utilities
- Design Professionals
- Auxiliaries
- Organization
- PM
- CM

Figure 7.5-2 FP&M Baldrige Assessment Quest

IRPE Baldrige-based Assessment Score
Site Visit & Award Received

Good ↑

MBNQP

These indicators affirm FP&M's efforts to be more efficient and utilize innovation to provide services in our efforts to meet and/or exceed customer expectations.

Technology application has streamlined many processes, improved cycle time, and required less paper. The technology contributions made by each operating unit are rolled up into the organization's overall technology budget (Fig. 7.5-3).

FP&M was required to absorb a $50K Information Technology (IT) budget reduction in FY03. FP&M has since brought the IT budget up to previous levels to address ongoing IT demands.

Figure 7.5-3 Computer Technology Cumulative Budget

It is for this reason that ISU FP&M attracts the number of visitors (Fig. 1.1-2) to see how an organization of our size can continue to maintain such a high level of service with the allocated resources and quality that continues to meet and/or exceed customer expectations.

7.5-4 Procurement Card Utilization Summation

7.5-5 Website Files Served

Keeping in mind that the majority of FP&M staff are in the Building Maintenance, Custodial Services, Campus Services, and Utility Services units (Fig. 7.5-1). These units effectiveness has either been the same or increased. In the case of professional and auxiliary groups, which are small groups of FP&M, the effective rate has been influenced by factors outside of FP&M's control. Significant lost time and recruitment in a group of less than 1% of FP&M's operations influences the calculation for this group. Because this group is a small portion of FP&M operation, any change can have a significant impact on the overall numbers.

In FY03 and FY04, the organization made the decision to hold the technology budget at this new level in order to maintain our investment in utilizing technology. Since the implementation of FAMIS, the use of the Web and FP&M's efforts to move towards paperless activities, additional applications such as Centric Project for capital project collaboration and Energy Witness are being used. Use of procurement cards (credit cards) increase efficiency in every area of the purchasing process.

The increased usage of procurement cards tracked within each operating unit is summed up and shown in Fig. 7.5-4 (segmentation is available on-site).

It is through the number of transactions that the organization is saving ~$25/transaction (in excess of $100K/yr). Each operating unit tracks specific productivity metrics for their processes. FP&M tracks its overall productivity, efficiency, and innovation by metrics already discussed, along with utilization of the customer-valued Web site use (Fig. 7.5-5). In summary, ISU FP&M demonstrates through a comparison, the effective performance of its key work

processes (Fig. 7.5-6), allowing the organization to provide a higher quality of service than peers (Fig 7.2-5a to 7.2-7a) and peer+ (Fig. 7.2-5b to Fig. 7.2-7b) while doing more with less resources (FTE per GSF).
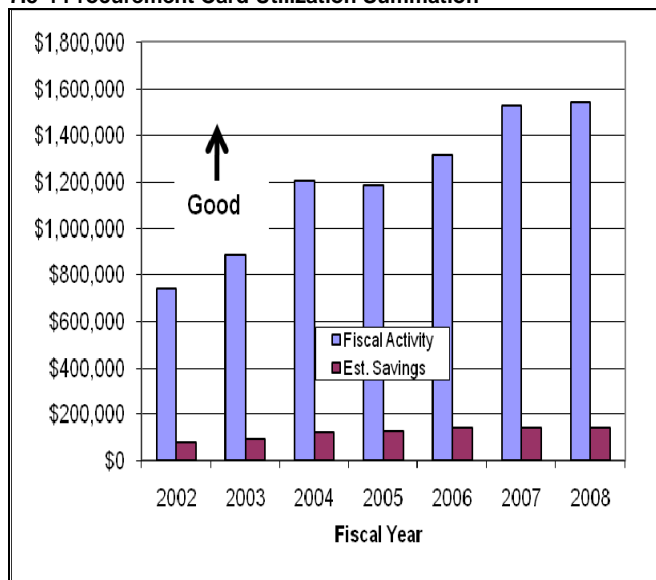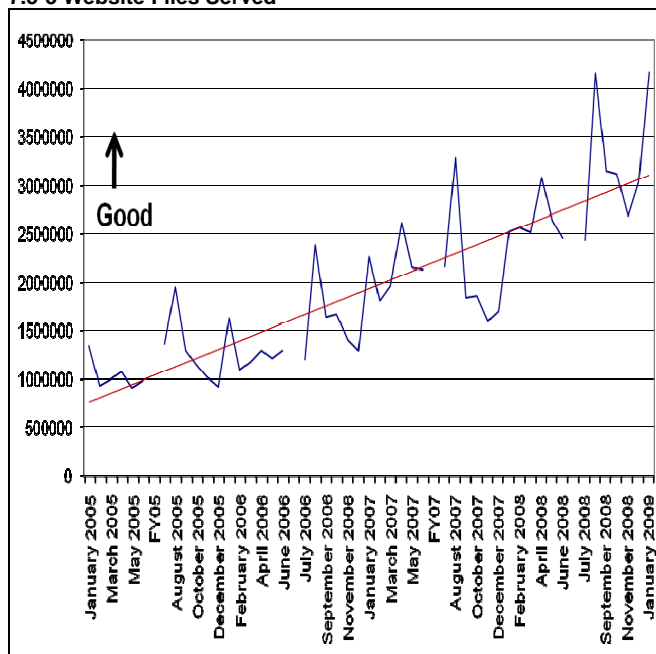
7.6 Leadership Outcomes
7.6a Leadership and Social Responsibility Results
7.6a(1) To date, several strategic planning groups have completed their charge, while others continue on the journey of discovery. Measures for accomplishing the organizational strategy and the specific accompanying action plans are identified in Figure 2.1-2. Some of these indicators are presented in Category 7, and others are available onsite.

(see Glossary)   *Iowa State University Facilities Planning & Management* | 48

7.5-6 FP&M Staff Profile (non-students) for Gross Square Feet (GSF) of Campus Space
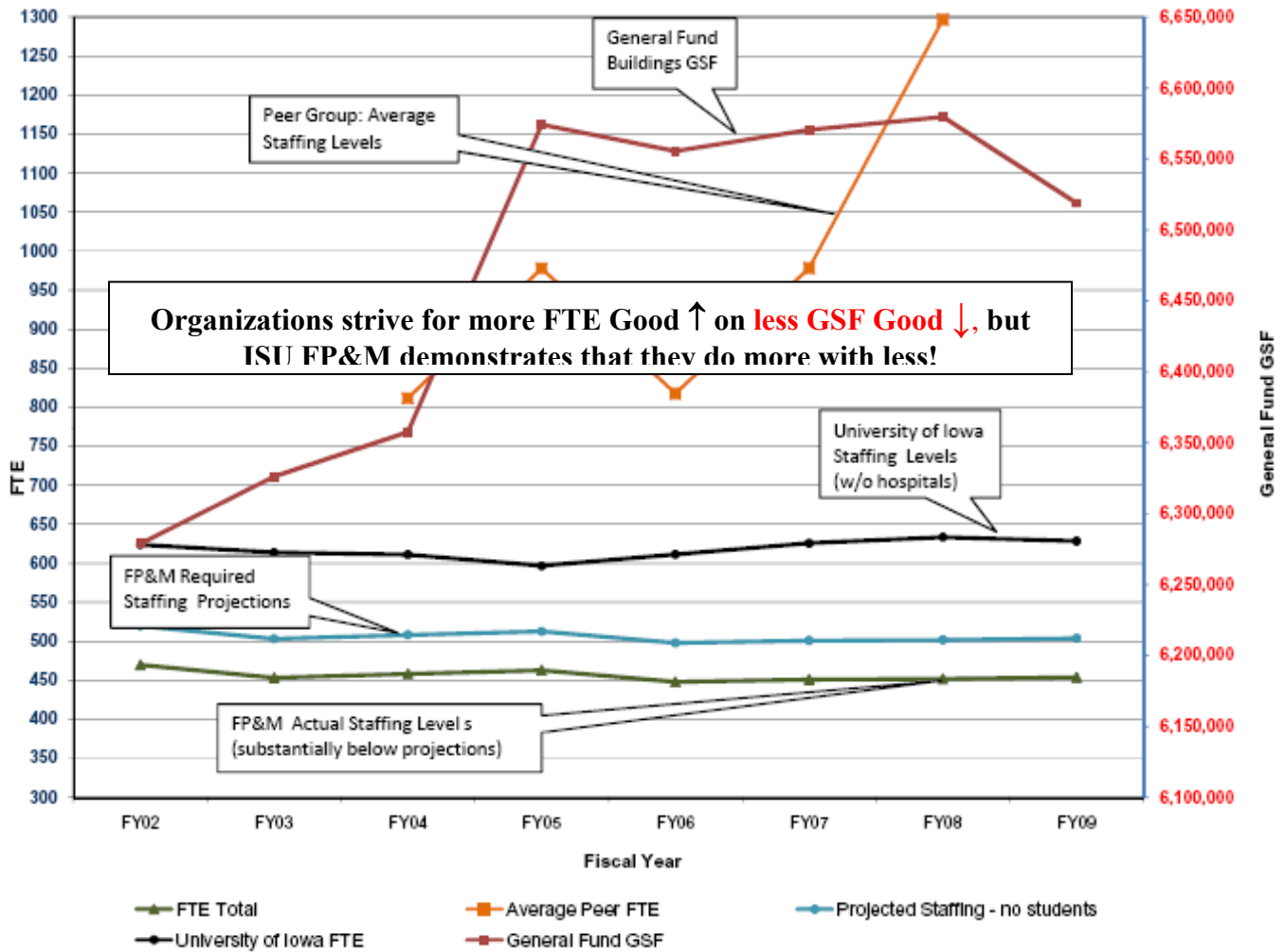
Overall, FP&M measures its ability to carry out its strategic plan in accordance with its mission, vision, and core values by taking into account the use of resources (Fig. 7.1-1a&b to 7.1-3a&b, 7.1-4 to 7.1-6, 7.3-1, 7.3-2a&b, 7.3-4, 7.3-5, 7.3-6, 7.4-4, and 7.5-3) in conjunction with addressing stewardship expectations (Fig. 7.1-7, 7.4-1a to 7.4-3, and 7.4-5 to 7.4-8) while meeting or exceeding customer expectations (Fig. 7.2-1 to 7.2-3, 7.2-4, 7.2-5a&b, 7.2-6a&b, and 7.2-7a&b) through the use of innovation (Fig. 7.1-8, 7.1-9, 7.5-4, and 7.5-5), which can also be measured by organizational performance (Fig. 7.5-1 and 7.5-2).

The use of team approaches (Fig. 7.4-1a) have not only allowed others within FP&M to become engaged in the strategic planning process, but the activities such as the electronic suggestion box, refinement of the internal Webpage, e-mail utilization, etc. have addressed some of the major concerns of the organization. Although some groups' charge have come to an end, the results of their efforts have become part of the new FP&M legacy. Due to the unpredictable economics, projections for future fiscal year and beyond are to sustain current levels with incremental improvement where appropriate.

7.6a(2) As stated in Figure 2.2-1, the strategic key measures are: overall customer satisfaction (Fig. 7.2-5a), general satisfaction with FP&M (Fig. 7.2-6a), Customer Expectations (Fig. 7.2-7a), Operating Budget (Fig. 7.3-2a), and Organizational Effectiveness (Fig. 7.5-1). See Figures 7.2-5b, 7.2-6b, 7.2-7b, and 7.3-2b for corresponding peer+ comparison.

These indicators account for FP&M's overall fiscal accountability and governance of the organization. The organization has been successful in these stressful budget times to hold and/or maintain, and in some cases increase, these indicators. Viewing the indicators all together sends a clear message that FP&M is functioning in world-class status by utilizing its budget, which is less than peers, to accomplish services at a higher quality than peers (peers+ comparisons available on-site).

FP&M continues to meet and exceed operational expectations with the resources allotted. This is verified by taking into account Figures 7.2-5a&b and 7.2-6a&b services satisfaction, in combination with Figures 7.3-1 and 7.3-2a&b, which take into account our limited resources.

7.6a(3&4) FP&M meets or exceeds regulatory/legal compliance regulations as reported in Item 1.2a (1and 2). Failing to do so, FP&M would be required to either shut down and/or pay significant fines. FP&M has not had to deal with either scenario over the past 10 years. Close collaboration of organizational staff with regulatory agencies as cited in Item 1.2a (1and 2) has been the key to our success in this area. There are no outstanding regulatory compliance infractions.
ISU's record is zero litigation costs for small and large multi-million dollar projects (Fig. 7.6-1).

Figure 7.6-1 Regulatory Compliance & Litigation

	Regulatory Compliance	Litigation
2004-2009	0 cases	0 cases

Iowa State contracts with a third-party hotline vendor, EthicsPoint, to allow anonymous reporting of activities that may involve criminal, unethical, or otherwise inappropriate behavior impacting ISU. From FY06 to FY09 (current) there have been 39 reports submitted to EthicsPoint via Internet or phone, all of which were investigated and only three involved FP&M. One in FY08, which is still under investigation, and two in FY09, one dealing with the new non-smoking policy, and another dealing with a claim of document falsification (unsubstantiated).
Results from the semi-annual all employee survey confirms that leadership is demonstrating ethical behavior (response to question #15 Management demonstrates ethical behavior showed an increase of 6% from 2005 to 2007).

7.6a(5) Through its use of Web technology, FP&M is able to provide information to all customer communities regarding facilities related activities on campus. FP&M

CSS monitors the Web activity for areas of enhancements, which show an increasing trend of use (Fig. 7.5-5).

In addition, other measures of societal responsibilities include FP&M coordination of the voluntary campus recycling programs (Fig. 7.6-2) which shows an increasing effort to recycle, and the endorsement of ISU United Way Campaign. FP&M also holds several annual fundraisers for toys, gifts, food, and school supply collections to support local families in need. These efforts are presented in Figure 7.6-3, and FP&M has been awarded the United Way Gold Award for FY03 and FY04.
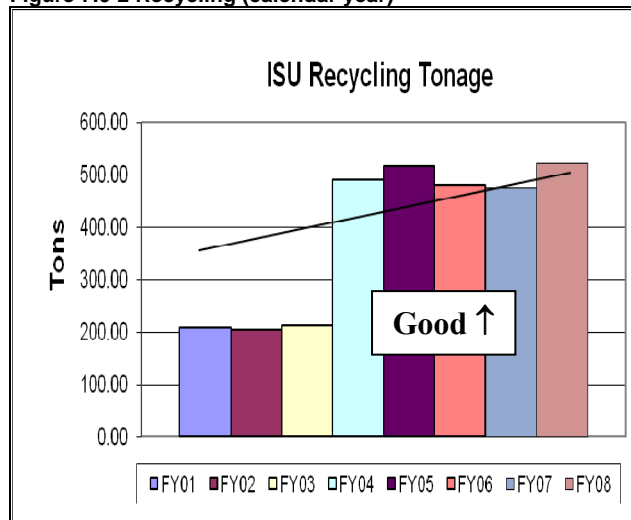
Figure 7.6-2 Recycling (calendar year)

Figure 7.6-3 FP&M Charitable Donations