

BEST PRACTICES, Facilities/Facilities Planning

Title: College Campus Planning

51

Source: Bluefield State College

Co Area:

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2004.html

Abstract: Bluefield State College facilities management and campus planning costs were greatly reduced by capitalizing on the skills of our own Architectural Engineering students to produce digital drawing, data, and presentation files for several campus projects. Professional architectural and engineering service contracts for these low-risk mandatory projects would have totaled more than \$150,000. By utilizing the skills of our students, the projects were completed on time and with high quality for less than \$30,000, including materials and equipment, saving the institution more than \$120,000 dollars with extremely low liability risk.

Students produced campus planning and facilities management drawing files in digital formats that can be relied upon by physical plant personnel, campus-planning entities and as preliminary information for architectural and engineering firms. The College has challenged itself to continually improve on responses to mandated requirements, while concurrently planning, growing, and adapting our campuses to meet the needs of our constituents in an atmosphere of limited resources. Obviously, purchasing the architectural or engineering services required to initiate these projects would have been a great burden for a small college, particularly in the current economic climate. From a financial and administrative perspective, the best practice in responding to the needs and challenges was to utilize in-house skills to the greatest extent possible without exposing the institution to any undue risks.

The implementation of in-house campus planning initiatives requires both the technical capacity to do the work and the discipline not to become inappropriately reliant on the same.

The benefits enjoyed by implementing this best campus planning practice are numerous and include: saving \$120,000 for the institution, increasing the efficiency and communication of physical plant personnel in locating utilities, bringing documented attention to administration, faculty, and staff regarding the importance of efficient space utilization, decreasing turn around time for pre-planning campus projects, developing paid internships for students working on real world projects, bringing dissimilar elements of campus personnel together, cementing better working relationships, helping students obtain jobs based on portfolios of experience, and creating a positive energy for doing even more work utilizing this best practice.

BEST PRACTICES, Facilities/Facilities Planning

Title: Using a Formal Facilities Asset Management Program to Improve Communication and to Maximize the Value of Renovation and Im # 80

Source: University of Miami

Co Area:

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2005.html

Abstract: To protect nearly \$800 million in physical assets, the University of Miami Department of Facilities Administration developed and implemented a formal Facilities Asset Management Program that enables the department to document facilities conditions, prioritize renewal efforts, and measure each building as a customer. The program contains three main sections:

An ongoing facilities assessment ensures that most urgent needs are addressed to minimize service interruptions, and it ensures that renovation projects address all renewal and deferred maintenance needs.

A five-year financial plan captures projected funding that ties into strategic and capital funding plans.

The facilities maintenance program developed for each building and each component measures the building as a customer through completion rates and preventive maintenance work orders, thereby maximizing the useful life of building components and systems.

Data produced from the program is disseminated to the Board of Trustees, deans, vice presidents, and various campus stakeholders, and serves as further evidence of the department's strong commitment to the stewardship of the University of Miami's facilities assets. Since 1992, the University of Miami Department of Facilities Administration has eliminated \$57.2 million in deferred maintenance backlog and has reduced its facilities condition index, from 12.3% in 1992, to 3.8% in 2001.

Title: The LeDroit Park Initiative: A Partnership with Fannie Mae and The Fannie Mae Foundation # 154

Source: Howard University

Co Area:

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2003.html

Abstract: The LeDroit Park Initiative: In partnership with Fannie Mae, the Fannie Mae Foundation and LeDroit Park neighborhood residents, Howard University is successfully implementing a comprehensive multi-phase program of redevelopment within a 150-block area surrounding its central campus. The program includes the rehabilitation and new construction of 43 units of housing that provides affordable homeownership opportunities for University employees and local residents along with financial and technical assistance to purchasers. This development, in turn, is creating a catalyst for much more private-sector development among the scores of vacant and abandoned properties throughout the immediate area.

BEST PRACTICES, Facilities/Facilities Planning

Title: Developing and maintaining a "pay-as-you-go" funding strategy # 164

Source: Tarrant County College District **Co Area:**

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2003.html

Abstract: Since 1998 Tarrant County College has saved many millions of dollars by avoiding interest payments on its \$94 million in major capital outlay projects. Indeed, much more will be saved in \$200 million of planned construction identified in the current five-year plan. How? By paying cash instead of relying on the traditional method of general obligation bonds. Using the traditional method, the College, by 1997, had accumulated the highest bonded indebtedness of Texas' 50 public community college districts. In 1998, however, the Board of Trustees, on the recommendation of the newly appointed chancellor, approved a new "pay-as-you-go" approach, funding yearly construction projects and equipment purchases through maintenance and operations tax rather than debt service tax revenues. The additional M&O tax revenues recur and grow each year, enabling the College to fund its capital outlay projects, including a new state-of-the-art fire training facility to be opened in October 2002, other multi-million construction projects on the other three campuses, and a fifth comprehensive campus to open in 2006. The "pay-as-you-go" approach requires a well-informed and courageous Board of Trustees, and a healthy tax base. The cash payment method does result in a higher short-term tax rate, but it saves the College District millions of dollars in the long term, ensuring that maximum use is made of the taxpayers' money.

Title: Building Acceptance–Occupancy Approval Checklist to Improve Turnover of Buildings from Construction to Maintenance & Operati # 328

Source: Emory University **Co Area:**

Addl Info: <http://www.appa.org/FacilitiesManager/articleDetail.cfm?ItemNumber=1188> (Scroll down)

Abstract: The focus of the Checklist is to improve the quality of new buildings or major renovations and the transition of those spaces from construction to building occupancy and maintenance.

Specific benefits to the institution include the following.

- The maintenance/operations staff visit the project multiple times during construction and become familiar with the building and its utility systems before they are concealed with finishes.
- By spending time with the maintenance/operations staff during construction, the project management staff gain experience in issues that improve serviceability of building systems.
- Maintenance/operations staff become more familiar with the building which enables them to resolve building problems more quickly
- Construction is inspected from a maintenance and operations perspective leading to improvements in accessibility of equipment, valves, filters, balancing dampers, etc.
- Maintenance/operations staff are trained on the building systems and their operation months before building occupancy occurs.
- Operations and maintenance manuals and preliminary as-built drawings are received before the buildings are occupied.
- Building problems are avoided during construction that might otherwise lead to difficulty maintaining the facility.
- The architect, contractors, subcontractors, and owner's project team understand what is required of them in the construction closeout process and when it is required so that systematic completion is achieved and accountability for that outcome is in place.

BEST PRACTICES, Facilities/Facilities Planning

Title: Design & Construction Database Linked to Photographic Documentation # 351

Source: Best Practices from ASBO's Pinnacle Awards **Co Area:**

Addl Info: [Book available from FAU Library LB 2825.5.I56 2004, Innovative Ideas - School Business Officials, Chpt 10](#)

Abstract: Green Valley School District, Malvern, PA
Through the use of a standard database program and digital photography, a system was developed to review plans and specifications accurately and efficiently. During the review phase a digital structure is built inside the database that is linked to the actual photographs taken during construction.

Experience has taught us that a construction project and the building it produces will only be as good as the blueprints and specifications that were used to construct the building. The goal was to obtain the highest level of quality in our projects; we made a conscious decision to make the architects and engineers accountable. The problem was how could one person review and keep track of hundreds of blue-prints and thousands of pages of written specifications in a timely fashion.

We knew that inaccurate and hastily prepared "as-built" drawings are a poor source of information. They cannot be relied upon to reflect how the building was actually built. The questions faced were: How could we inform someone 20 years from now what was installed under the concrete floor or inside that wall? How could we best preserve the knowledge and firsthand experience that the owner's representative gained during the design, review, and construction process?

During the design phase of our new middle school, two important needs had to be addressed. First we wanted an extremely accurate final record of our new middle school. This final record had to contain every intricate detail of the building just as it was constructed, because of the desire to access information about the systems and materials that were actually used to construct the building. Second, we wanted to have easy access to those records. At any time, we want to easily access critical information about the building. We did not want to have to leaf through dozens and dozens of drawings or delve into any number of specification books that may or may not be accurate. We also needed to be able, at anytime in the future, to look behind any wall, above any ceiling, or beneath any floor to see what is actually there.

Our hope is that in the future when district employees need to know what's behind that wall, how many 400W metal halide fixtures light the gym, or what's the serial number of the Bell & Gosset chilled water pump in the boiler room, it's only a click away. Microsoft Access is the foundation of the system and PowerPoint is used for photographic displays and documentation.

BEST PRACTICES, Facilities/Facilities Planning

Title: Pollution Prevention

372

Source: Cornell University

Co Area:

Addl Info: <http://www.sustainablecampus.cornell.edu/pollution/contract.html>

Abstract: Cornell's construction projects, if improperly managed, could have big impacts on the local environment. To keep those impacts under control, Cornell uses a number of compliance tools. One of these tools is the use of the Contract Documents to inform the contractor of their obligations and responsibilities for protecting the environment.

Cornell General Requirements and General Conditions (GRs and GCs) are part of every project the endowed campus manages. Contract College facilities also have their own GRs and GCs, often based on the policies created by the State University Construction Fund.

The GRs and GCs specify the contractor's role in protecting the environment during their work on campus. Elements of these GRs and GCs include the following: (See above website)

BEST PRACTICES, Facilities/Facilities Planning

Title: SUNY Best Practices Search Facility

479

Source: State University of New York

Co Area:

Add Info: <http://www.suny.edu/BestPractices/Best.Practices.2004.01.27.pdf>

Abstract: As part of the Task Force on Efficiency and Effectiveness, campus presidents were asked to provide initiative they believe they carry out better than any other campus, along with those innovative ideas that have saved or avoided spending resources. The "Best Practices" reported in this document have resulted in significant savings throughout SUNY and, when shared with other campuses, have the potential to realize even greater savings within the system.

Page 36 of the above PDF Document

Energy Conservation
Elevator Maintenance
Mailroom Procedures
Zone Maintenance
Reduction in Energy Consumption
Road Paving Brockport Energy Savings Shutdown
Energy Savings Program
Cortland Recycling Program
Electric Car Program
Term Contractors Program
NYSERDA Energy Program
Geo-thermal HVAC System
Non-essential Work Order Charges
GEN-1 Custodial Program
Cash/Card Free Laundry Machines
Reduction in Energy Utilization
Offset Print Service for 4 Colleges
Planting Low Maintenance Vegetation

BEST PRACTICES, Facilities/Facilities Planning

Title: Defining Who We Are - Improving on What We Do # 524

Source: University of West Georgia **Co Area:** Physical Plant

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2006.html

Abstract: Keeping continuous improvement as its compass, the department of Campus Planning & Facilities (CP&F) at the University of West Georgia (UWG) initiated a self assessment program in the spring of 2004 utilizing the criteria applied to the Georgia Oglethorpe Award, Inc. Patterned after the Malcolm Baldrige National Quality Award, the criteria were created as a means to diagnose the maturity of a management/leadership system.

The application process was instrumental in identifying and defining CP&F's organizational governance and structure, strategic challenges and objectives, leadership planning and direction, and alignment with and support of the overall mission and vision of UWG. The process also required CP&F to examine and define their value creation processes, customer and market knowledge, social responsibilities, change management issues, performance measures, and business results.

The primary goal for going through this application process is to determine how we can be a more effective organization.

Title: "Quick Calc" (Web-Based Budget Calculator) # 563

Source: Dalhousie University **Co Area:**

Addl Info: <http://www.caubo.ca/awards/documents/FinalCAUBO2004QPBookletEF.pdf>

Abstract: Page 10 - Dalhousie University, Facilities Management has developed a creative and innovative web-based tool used for determining budget figures for various projects. Quick Calc is quick and easy to use; based upon project histories; and is used for determining the range of cost for a project from building to building based on project type. It can help you determine whether you have sufficient funding to proceed with a project.

Quick Calc is a response to the university client's need for immediate project budget figures to help them determine whether the project is within their funding envelope before committing to design and detailed estimates. In 2001 to better serve our clients, Facilities Management struck an internal committee headed by the Director and Assistant Director to examine the way project services were provided. Through this internal committee and many focus-group meetings, we found that one of the biggest challenges and time consuming demands Facilities Management faced was providing quick budget figures to our clients. At best, when a client requests a budget figure, they only have a rough idea on project scope and project location but still need a budget to help them make a decision. Quick Calc fills this need.

View the University's website at <http://fm.dal.ca/bcalc.htm>

Submitted to 2004 Canadian Association of University Business Officers Quality & Productivity Awards.

BEST PRACTICES, Facilities/Facilities Planning

Title: Facility Condition Assessment Program # 564

Source: Ontario's 17 Universities **Co Area:**

Addl Info: http://www.caubo.ca/awards/awards_pq2003_e.cfm

Abstract: The Ontario's 17 universities manage some 70 million square feet of facilities with a replacement value of approximately \$18 billion. Most of these institutions face serious deferred maintenance and capital renewal issues. Previously, attempts to compile data on the magnitude of the problem were frustrated by the fact that each university used different methodologies and criteria to measure facility conditions. Without reliable data, lobbying efforts to obtain funds to deal with the problem were only moderately successful.

In the spring of 1999, Ontario universities banded together to undertake a comprehensive facility audit to provide accurate data to be used both at an institutional level and on a system-wide basis. A steering committee issued an RFP to select a common facility database and common audit methodology. VFA was selected to be our partner organization. Through the implementation of Capital Planning Management Solutions (CPMS) software, each university now has access to a comprehensive condition assessment (methodology) and a structured systematic approach to building inspection, 'best practice' business processes, and a web-based data management tool.

3rd Prize Winner of 2003 Canadian Association of University Business Officers Quality & Productivity Awards.
Capital Planning Management Solutions (CPMS) software - <http://www.vfa.com/productsandservices/cpms.htm>

Title: Using Photographs to Highlight Urgent Capital Requirements # 567

Source: University of Manitoba **Co Area:**

Addl Info: http://www.caubo.ca/awards/awards_pq1996-7_e.cfm

Abstract: Over the past ten years The University of Manitoba Physical Plant Department has produced three books designed to illustrate the university's desperate needs for capital to maintain the physical structures and facilities. Using a simple format of photographs and descriptive captions, they provide a readily understandable, attention getting vehicle for presentation to busy board members and preoccupied members of provincial government.

Every aspect of the books have been produced by the efforts of Physical Plant staff, from finding photogenic situations and taking the pictures, to writing text, typesetting with PageMaker and arranging printing. Results have been very satisfying. The projects which formed the main focus of the first two books received funding soon after the books were produced.

3rd Prize Winner of 1996-97 Canadian Association of University Business Officers Quality & Productivity Awards.

BEST PRACTICES, Facilities/Facilities Planning

Title: Best Practice for Maintenance Management of Listed Buildings # 583

Source: University of the West of England **Co Area:**

Addl Info: <http://www.maintainourheritage.co.uk/pdf/report.pdf>

Abstract: This report is about the maintenance of historic buildings. Maintenance is recognized philosophically as the optimum strategy for the care of buildings. Yet there has only ever been a policy of passive endorsement of maintenance, not the pro-active encouragement and support it needs.

This report is the culmination of our wide-ranging research programme entitled 'Maintaining Value' on maintenance issues. We want this report to stimulate debate and rethinking. We believe the time is ripe for a wholesale change in policy and practice – in Government, the construction industry, the professions, local authorities and owners – to promote the maintenance of historic buildings.

This report is not only for professionals and practitioners. Maintenance is about attitudes as well as expertise and it is a cultural, economic, environmental and social issue as well as a technical one. The target audience is wide, covering all those with an interest and responsibility for those issues.

Title: Roof Assessment, Training and Engineering Unit # 603

Source: State of Maryland **Co Area:**

Addl Info: http://www.nasca.org/awards/2001awardssummaries/facilities_maryland.pdf

Abstract: This was recognized in 2001 by the National Association of State Chief Administrators.

In 1999 the Maintenance Engineering Division (MED) within the Department of General Services (DGS) instituted the Roof Assessment, Training and Engineering Unit (RATEU). The unit consists of a Program Manager, Roofing Engineer and Roofing Inspector. The unit has multiple responsibilities that tie together for the long term goal of extended roof life and in turn more efficient use of taxpayer dollars.

Before the existence of the unit there was no formal monitoring or approving authority in place to insure the proper roofing system was being designed and installed on the states 3900+ buildings. The addition of this unit has resulted in the following improvements.

A comprehensive roofing policy that will improve the longevity of the states roofs.

Increased inspection and maintenance on roofs through improved training and communication with maintenance personnel.

Reduction of costly change orders by increasing design input and review.

BEST PRACTICES, Facilities/Facilities Planning

Title: Best Practices in Contracting for Construction Services # 612
Source: National State Auditors Association **Co Area:**
Addl Info: http://www.nasact.org/onlineresources/downloads/BP/03_05-Construction_services.pdf
Abstract: The Performance Audit Committee of the National State Auditors Association developed this document as a tool for audit organizations and government agencies to use in identifying and evaluating best practices in contracting for construction services. Although it is intended that this document address many of the best practices that could apply to construction contracting situations, it should not be considered all-inclusive. Further, depending on the construction approach used (CM/GC, design/build, etc.) and local laws, regulations, and policies, the practices listed here may not be applicable in all situations, and other practices may accomplish the same or similar goals. However, this document can be extremely helpful as a starting point for both agency managers and auditors in deciding what types of practices are more likely to result in an efficient, effective, and accountable construction service procurement process.

Title: In Sourcing: Confidence, Competence, and Commitment Bring Projects Home On Time and In Budget # 792
Source: Florida State University **Co Area:**
Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2007.html
Abstract: The John and Mable Ringling Museum of Art is near completion of a three-year four building construction initiative (176,000 square feet) that doubled the Museum building and collection exhibition space. In sourcing projects, which were connected with new construction significantly, contributed to successful building projects, which came in on time and in budget. Many staff members contributed to planning and implementation. However, three projects with a combined cost avoidance of over \$380,000. clearly demonstrate the cost effectiveness of using in-house expertise as well as reminding us that staff often rise to heroic levels because of their dedication and organizational commitment.

Because of the prudent fiscal management and effective use of in-house resources, to date three of the four buildings have come in on time and in budget. The fourth will be completed Fall 2006. The most inspiring benefit of the hard work during the last three years has been to watch individuals come together as a teams who took ownership and dedicated themselves to successful project outcomes which ensured Ringling had black ink on its bottom line.

BEST PRACTICES, Facilities/Facilities Planning

Title: Creating A Ten-Year Facilities Plan - A Model Approach # 800

Source: North Carolina State University

Co Area:

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2007.html

Abstract: Responding to the “facilities” portion of our mission statement, University Housing determined the need for a comprehensive, flexible strategic planning tool to aid in maintaining (and acquiring) clean, comfortable and modern living and learning space that students would want to live in for the duration of their college careers. Most of the information was available, but not in a consolidated form that could be referenced quickly and adjusted freely to address a plethora of variables.

The Associate Director for Finance and the Technology Support Analyst devised and constructed the tool, and the Housing leadership team determined the needs and wants of the buildings and resident community. The fruit of our labor is a document that succeeds in meeting the goal for a corporate planning model that is current, timely and adaptable.

The University Housing Ten Year Plan has proven to be a very valuable tool in planning our current and future needs. It continues to allow us to make decisions quickly and confidently, and to adjust our plans in response to changes in our environment. We can respond to questions from top administrators in minutes, allowing them to continue to have confidence in our operation.

Title: Finding the Right Facilities Renovation and Rehabilitation Services: The Story of Job Order Contracting at OSU # 802

Source: Oklahoma State University

Co Area: Purchasing Department

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2007.html

Abstract: After experiencing great frustration with the inability of the in-house trades forces to process and handle an exponentially growing backlog of needed renovation and modernization projects, Oklahoma State University (OSU) turned to a total construction services solution known as Job Order Contracting. Within a year of implementing the Job Order Contract, the OSU in-house trades forces were able to bring the prior 18-24 month backlog of project work under control and return to a position of scheduling projects with normal lead times.

Physical Plant Services (PPS) along with administrative support and direction from OSU’s Purchasing Department, Legal Department and Vice President for Administration and Finance designed a construction contract solicitation that, while addressing basic construction requirements, also specifically incorporated the compliance requirements of OSU policies and procedures and State of Oklahoma statutes. OSU used this solicitation to procure a contractor for their Job Order Contracting program.

Job Order Contracting is an alternative project delivery method for construction services that enables facility owners to accomplish a large number of repair, maintenance and construction projects with a single, competitively bid contract. Under Job Order Contracting, a master contract is established with standard specifications and pricing based upon a competitively bid coefficient that is applied to a standardized Unit Price Book (UPB).

BEST PRACTICES, Facilities/Facilities Planning

Title: Campus Master Planning: By the University, For the University # 809

Source: University of Florida **Co Area:**

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2007.html

Abstract: Campus master planning seeks to integrate university policies, procedures, capital projects and academic strategic plans. It is a process that requires extensive data analysis and policy guidance that can be most challenging at a large institution such as the University of Florida (UF). Many higher education institutions turn to consultants to lead the way through this web of stakeholders, conflicting demands and uncertain capital funding. The UF looked inward to develop its 2005-2015 Campus Master Plan with a process that included visioning, stakeholder committees and detailed technical analysis. It was simultaneously a “bottom-up” and “top-down” process that sought to integrate policies and recommendations within the university’s complex organizational structure. Consultants, including students and faculty, contributed through various, specific data collection and analysis tasks. The UF Division of Facilities, Planning and Construction managed an expansive public involvement process, wrote policies, assessed space needs and prepared geographic information system (GIS) map analysis. The resulting UF campus master plan meets the State of Florida’s unique planning requirements for public universities, provides a framework for sustainable development long beyond the required ten-year horizon, and represents a high degree of consensus from university faculty and other stakeholders.

Title: Leadership in Energy and Environmental Design (LEED) Certification - Success Story by the University, for the University # 810

Source: University of Florida **Co Area:**

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2007.html

Abstract: University of Florida’s (UF) Leadership in Energy and Environmental Design (LEED) certification pledge for all major renovation and new construction projects was another way UF exhibited its commitment to the environment as well as to its students, faculty, and staff’s well being. UF’s Facilities Planning and Construction Division adopted LEED standards when the United States Green Building Council (USGBC) was in its infancy in 2001. Since then, UF has obtained the first LEED GOLD certified building in the state of Florida, has four additional projects in the certification process, and has about 14 project registered with the USGBC for future LEED certification.

While many other universities rely upon professional consultants to lead them through the LEED certification process, UF Facilities Planning and Construction Division took the initiative to manage the LEED certification process for all of its projects without the added expense of hiring “outside” consultants. Our goal was to design and construct new buildings to maximize efficiency and to protect our occupants’ health and well being at no significant additional monetary increase to the projects.

BEST PRACTICES, Facilities/Facilities Planning

Title: Owner-Generated Contract Documents for Design and Construction Procurement # 811

Source: University of Florida

Co Area:

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2007.html

Abstract: For decades, various construction industry interest groups have provided “standard form” contract documents for the Owners’ use in contracting with Architects, Engineers, Commissioning Agents, Construction Managers, and General Contractors. Those documents have traditionally and understandably been biased in favor of the various groups which produce them. In order to provide a balanced alternative, the University of Florida undertook a program to develop a suite of interrelated and integrated contracts for use in contracting with the professionals described above. Consistent with its organizational vision, UF’s Division of Facilities Planning & Construction’s goal in creating these documents was to better facilitate the design and construction aspects of our Capital Improvement Program while simultaneously balancing the interests of the parties participating in the construction process.

Benefits:

1. Utilization of Contract Exhibits
2. Consistency Between Contracts
3. Thorough Addressing of Terms & Conditions
4. Balanced Playing Field

Title: Organizational Trust - Taking a Pulse of Your Organization # 829

Source: University of West Georgia

Co Area:

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices/2007.html

Abstract: Successful organizations rely not only on strong leadership but the ability of leaders to cultivate a working environment that builds trust within the organization. In order to build trust, you have to earn trust. In order to earn trust you have to be able to determine whether it is existent at all. Campus Planning and Facilities (CP&F) at the University of West Georgia not only has accomplished this through measurement but most importantly, through its action plans for improvement.

Improving trust within your organization is achieved through motivated leadership, effective two-way communication, consistency in the application of policy and procedures, and following-up on items before they become issues. The process that was involved in the development of the measurement was as much of a learning process as the measurement itself. In its quest to determine a means to measure Organizational Trust, CP&F at UWG now has a template in place to “monitor its pulse” and ensure that its compass continues to point towards improvement.

BEST PRACTICES, Facilities/Facilities Planning

Title: Towards Best Practices in Facilities Management: Incorporating Sustainability into FM at the Caribbean Higher Ed Institute of the F # 858

Source: ACHEA Conference

Co Area:

Addl Info: <http://sta.uwi.edu/achea/downloads/ACHEA%202007/JohnNTelesford.pdf>

Abstract: Higher education institutions (HEI's) such as universities, community colleges, technical and vocational schools and research institutions should have high performance facilities if they are to maintain competitiveness and be attractive to faculty and students into the future. Facilities management is an administrative function that is important in assisting HEI's in achieving the necessary performance required by their facilities to move towards the campus of the future. In fact research has shown that increased competition and energy/environment were high driving forces that will cause universities to move to more ecologically sustainable buildings that can provide that competitive edge. It was also shown that the overall quality of the HEI's physical facilities impacted on student recruitment and retention. Sustainability or ecological sustainable development (ESD) is a key enabler of the higher education institution of the future. The facilities management professional within the HEI is in the best position to incorporate sustainability into the business as usual administration of the HEI. This can be achieved through sustainable facilities management or SFM.

Title: Adopting Leadership in Energy and Environmental Design (LEED) and "LEED"ing the Way: By the University, For the University # 908

Source: University of Florida

Co Area:

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices_files/2008_files/Leadership-in-Energy-Environmental-Design.pdf

Abstract: Many other universities turn to consultant to lead them through the Leadership in Energy and Environmental Design (LEED) certification process. UF Facilities Planning and Construction Division took the lead and started to manage the LEED certification process for its projects. This saved every project thousands of dollars. Case study presented on every certified project to share lesson learned from our project certification with anyone who is interested in pursuing the LEED certification, and use these lessons learned in the next projects. We have stream lined the process of the LEED for New Construction certification and last November we added LEED for Existing Buildings to our goal to target the existing building because there are more existing building than new construction, and these buildings are in need of becoming more energy efficient and healthy places to work.

Over the last 6 years University of Florida has learned how to improve and master this process to the benefit of all projects all over the University resulting in an entirely new breed of buildings at UF, the LEED certified green buildings. This new generation of new buildings are energy efficient, healthy place to life and work, and improve productivity.

BEST PRACTICES, Facilities/Facilities Planning

Title: Claims Management Tracking Reports # 980

Source: University of Virginia **Co Area:**

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices_files/2009_files/PDFs/09_BP_Claims_Management_Tracking_Reports.pdf

Abstract: The need to develop claims management tracking reports was an initiative that was instituted in order to be informed about the claims activity throughout the University. Prior to developing a monthly tracking report, it was not generally known how many general liability, automobile, crime, boiler & machinery, or property claims were incurred in a given fiscal year. More importantly, the financial cost of self-insured programs would not be known until it was reviewed at the end of the year, which meant there would be little, if any, warning of an impending deficit in the loss retention accounts.

It was decided, therefore, that we wanted to know how many claims were occurring throughout the University. We wanted to know what general categories they fell into, such as liability, property, boiler & machinery, automobile and other areas. We also wanted to get a handle on how long it was taking to settle losses that fell within our self-insured retention for property, boiler & machinery, and automobile physical damage. In addition, we wanted reports that would let us know what the financial impact has been for incurred losses, and we wanted to maintain accurate historical data to use in projecting future losses for funding purposes. Finally, we wanted to maintain a record of how well we were handling subrogation losses on behalf of the University, since it involved recovering damages incurred by the University from third parties who were at fault.

Title: Assessment Tools - Documentation Templates # 984

Source: University of West Georgia **Co Area:** Institutional Effectiveness

Addl Info: http://www.sacubo.org/sacubo_resources/best_practices_files/2009_files/PDFs/09_BP_Assessment_Tools-Documentation_Templates.pdf

Abstract: Based on previous assessment experiences with SACS, Georgia Oglethorpe Award Inc., and the APPA Award of Excellence, Campus Planning and Facilities at the University of West Georgia flexed their IT training and abilities in developing an electronic documentation template to serve as a key referral resource for a system-wide peer review as well as an EPA audit.

The template proved to be instrumental in providing examiners timely accessibility to the required documentation in advance of the audits, so that more time could be spent on inspections and interviews. In addition to cost savings on multiple paper copies of numerous documents, postage, and administrative fees, having the template on the department's website also improved examination efficiency.