



Facility Services

Annual Report

December 2023

CONTENTS

| | | |
|----------|--|-----------|
| 1 | GENERAL/INTRODUCTION | 3 |
| 2 | FS DATA | 3 |
| 3 | OVERVIEW OF THE FACILITIES SERVICES DEPARTMENT RESPONSIBILITIES | 9 |
| 4 | FS ACCOMPLISHMENTS | 14 |

1 GENERAL/INTRODUCTION

This report is intended to be both a review of the past year and a look ahead to the future.

Facility Services (FS) provides 24/7 support to NAU's physical campus in Flagstaff and statewide. FS maintains 175 owned facilities at 7,023,522 gross square feet on 480 acres on Flagstaff Mountain Campus and nearly 1,700 acres at Hat Ranch. Additionally, FS maintains 11 miles of roads and 28 miles of pedestrian pathways. All activities are performed within a complex regulatory environment, which will affect activities and requirements in all areas of responsibility. Staff is available 24/7 to respond to emergencies and urgent situations.

The sub-departments of Facility Services includes Maintenance (HVAC, Electrical, Plumbing, Paint, Carpentry, Building Access Services, General Maintenance & Moving), Operations (Custodial and Landscape & Outdoor Services), Utilities, PD&C (Planning, Design, and Construction), Hat Ranch, and the Office of the AVP. In January 2023, the Office of Sustainability was repositioned from Facility Services to be a direct report to the Senior Vice President when a Chief Facility Officer was hired. In January 2024, the Work Control Center will be added into Facility Services.

Mission: To create, maintain and enhance our campus through continuous improvement and sustainable practices.

Vision: To be a progressive, customer-focused organization recognized as a leader in providing exceptional service and responsible stewardship of university resources.

2 FS DATA

2.1 HEADCOUNT – YOY

Headcount at pay period end at the start of each Fiscal Year for 2016-2022. 2023 data is through October 2023. Data is normalized to remove departments that are no longer in FS (example, Sustainability and FLS have been removed from all years).

| Row Labels | APP | CLS | STU | TMP | Grand Total |
|------------|-----|-----|-----|-----|-------------|
| 2016 | 19 | 205 | 93 | 10 | 327 |
| 2017 | 17 | 207 | 70 | 15 | 309 |
| 2018 | 18 | 205 | 66 | 19 | 308 |
| 2019 | 17 | 189 | 40 | 46 | 292 |
| 2020 | 14 | 193 | 40 | 25 | 272 |
| 2021 | 13 | 157 | 39 | 21 | 230 |
| 2022 | 12 | 158 | 26 | 17 | 213 |
| 2023 | 16 | 165 | 67 | 19 | 267 |

2.2 BUDGET – YoY

State maintenance budgets have shrunk over the years while the cost to do maintenance has continued to rise, as has the area of maintenance both for buildings and exterior spaces.

| DEPTID | DEPTID Desc | Fund | FY24 | FY23 | FY22 | FY21 | FY20 |
|---------|-------------------------------------|------|-------------|-------------|-------------|-------------|-------------|
| 4500020 | Administration & Fiscal Ops | 1500 | \$0 | \$29,247 | \$28,395 | \$27,568 | \$27,659 |
| 4500070 | General Maintenance Mechanics (GMM) | 1500 | \$342,173 | \$531,000 | \$456,000 | \$456,000 | \$452,700 |
| 4500080 | Custodial Shop | 1500 | \$3,121,033 | \$3,432,613 | \$3,258,000 | \$3,258,000 | \$3,515,110 |
| 4500090 | Heating, Ventilation & Cooling | 1500 | \$515,515 | \$670,056 | \$456,000 | \$456,000 | \$633,001 |
| 4500110 | Landscaping (LOS) | 1500 | \$515,515 | \$641,970 | \$705,000 | \$705,000 | \$541,976 |
| 4500140 | Carpentry Shop | 1500 | \$90,215 | \$143,911 | \$127,905 | \$127,905 | \$172,240 |
| 4500150 | Electrical Shop | 1500 | \$184,941 | \$286,312 | \$266,312 | \$266,312 | \$337,178 |
| 4500160 | Access Services | 1500 | \$96,659 | \$167,450 | \$142,450 | \$142,450 | \$192,747 |
| 4500200 | Moving & Other Facilities Supt* | 1500 | n/a | n/a | n/a | n/a | \$105,729 |
| 4500190 | Paint Shop | 1500 | \$48,330 | \$67,503 | \$50,000 | \$50,000 | \$354,868 |
| 4500210 | Plumbing Shop | 1500 | \$96,659 | \$169,091 | \$154,091 | \$154,091 | \$238,879 |

Total State Allocation:

| | | | | |
|-------------|-------------|-------------|-------------|-------------|
| \$5,011,040 | \$6,139,153 | \$5,644,153 | \$5,643,326 | \$6,572,087 |
| \$1,168,000 | \$1,168,000 | \$864,428 | \$1,153,874 | \$1,064,464 |

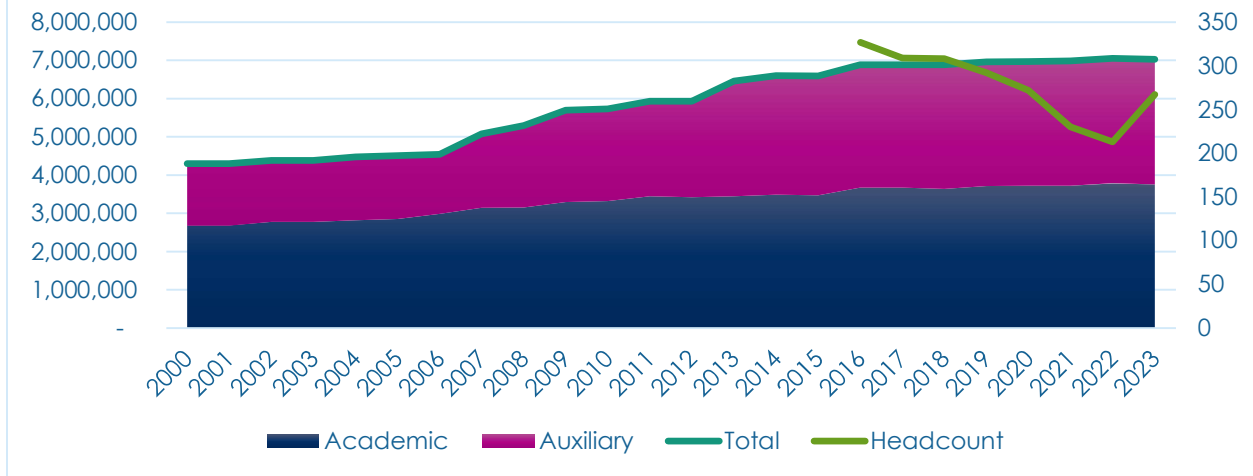
Total F&A Allocation:

*Moving Crew was reorganized after FY20 and budget and responsibilities moved to GMM and LOS

2.3 GSF – YoY

| Year | Academic | Auxiliary | Total |
|------|-----------|-----------|-----------|
| 2018 | 3,634,212 | 3,250,558 | 6,884,770 |
| 2019 | 3,710,879 | 3,250,372 | 6,961,251 |
| 2020 | 3,720,074 | 3,250,372 | 6,970,446 |
| 2021 | 3,720,856 | 3,265,377 | 6,986,233 |
| 2022 | 3,786,474 | 3,265,377 | 7,051,851 |
| 2023 | 3,758,145 | 3,265,377 | 7,023,522 |

Campus Gross Square Footage 2000 - 2023 w/ 2016-2023 Personnel



2.4 WO – YoY

Work Orders by Type FY23

| WO Type Description | Count of Work Order # | Sum of Posted Hours | Sum of Posted Labor |
|------------------------|-----------------------|---------------------|---------------------|
| After Hours Calls | 1682 | 2620.01 | 168054.77 |
| Corrective | 12537 | 23962.8 | 1485130.43 |
| Move/Modify | 54 | 218.75 | 9922.42 |
| PM Repair | 2318 | 12586.62 | 849671.88 |
| Preventive Maintenance | 5886 | 208742.14 | 803632.52 |
| Service Request | 4996 | 21707.06 | 1152589.34 |
| Grand Total | 27,473 | 269,837 | 4,469,001 |

Work Orders FY24 YTD (July 1, 2023 – December 31, 2023)

| WO Type Description | Count of Work Order # | Sum of Posted Hours | Sum of Posted Labor |
|------------------------|-----------------------|---------------------|---------------------|
| After Hours Calls | 785 | 1531.25 | 108986.99 |
| Corrective | 7492 | 12631.95 | 826068.41 |
| PM Repair | 1154 | 5191.75 | 330439.77 |
| Preventive Maintenance | 3680 | 99079.86 | 332905.16 |
| Service Request | 2947 | 7909.35 | 459160.48 |
| Grand Total | 16,058 | 126,344 | 2,057,561 |

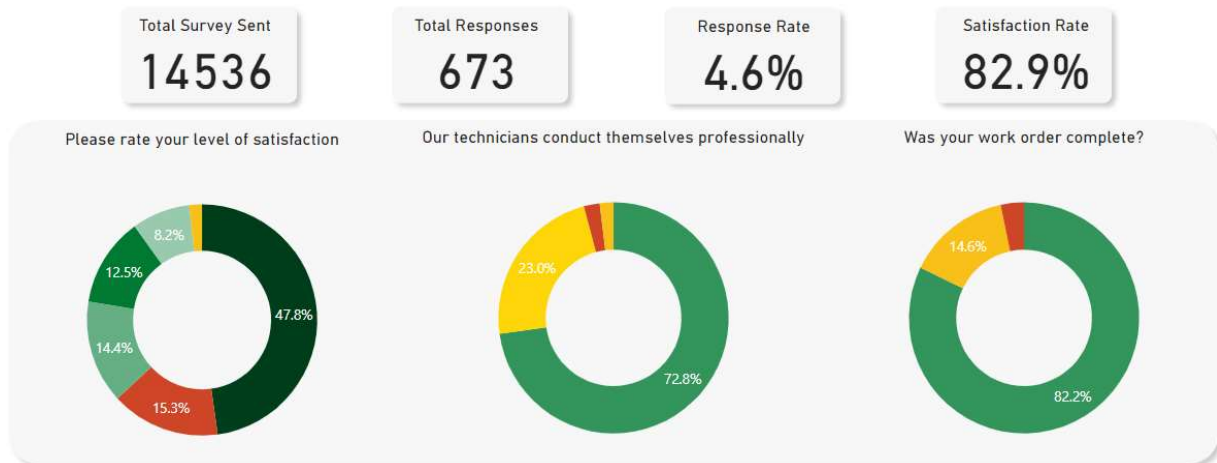
Work Control Center Call Volume
FY23 and FY24 YTD

| FY23 | | FY24 | |
|--------------------|--------------|------------------|--------------|
| Row Labels | Sum of Calls | Row Labels | Sum of Calls |
| Jan | 2054 | 1-Jul | 977 |
| Feb | 1833 | 1-Aug | 2498 |
| Mar | 1861 | 1-Sep | 1724 |
| Apr | 1454 | 1-Oct | 1810 |
| May | 1374 | 1-Nov | 1650 |
| Jun | 1007 | 1-Dec | 1144 |
| Jul | 1041 | Grand Tot | 9803 |
| Aug | 2511 | | |
| Sep | 2353 | | |
| Oct | 2238 | | |
| Nov | 1794 | | |
| Dec | 1277 | | |
| Grand Total | 20797 | | |

2.5 CUSTOMER SATISFACTION

The Customer Satisfaction Survey was created in October 2022.

FY23 Partial data (October 3, 2022 – June 30, 2023):



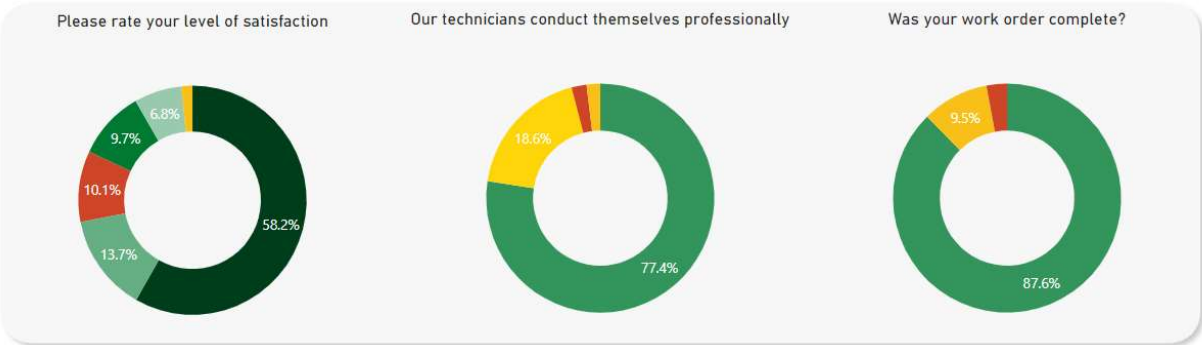
Current FY24 data, to date (July 1, 2023 – December 31, 2023)

Total Survey Sent
10389

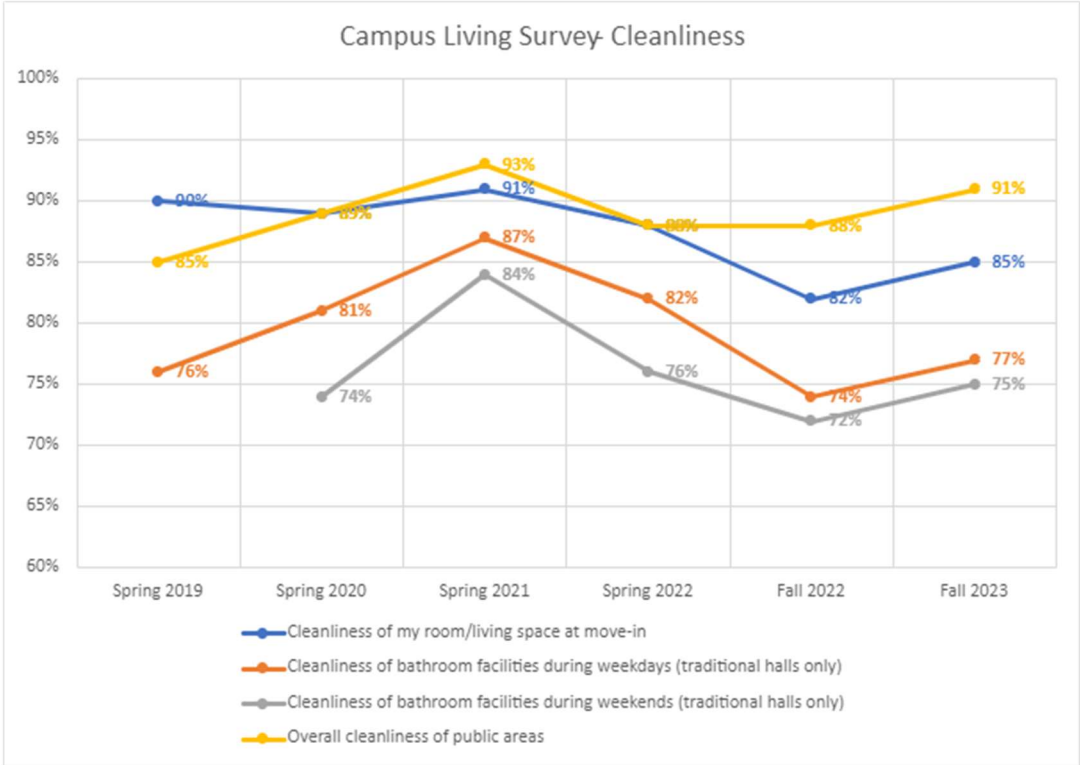
Total Responses
517

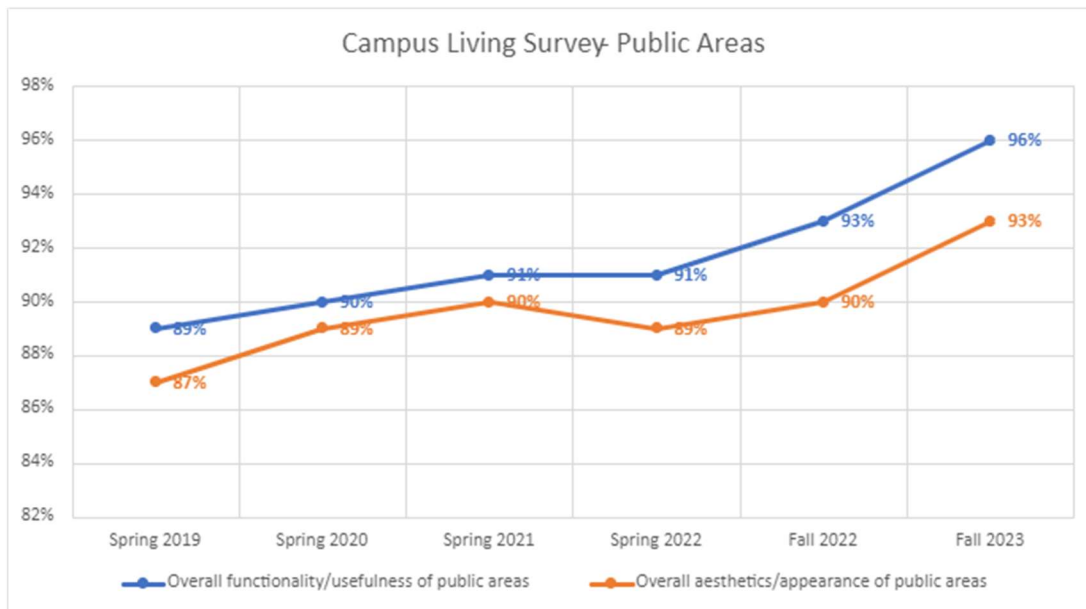
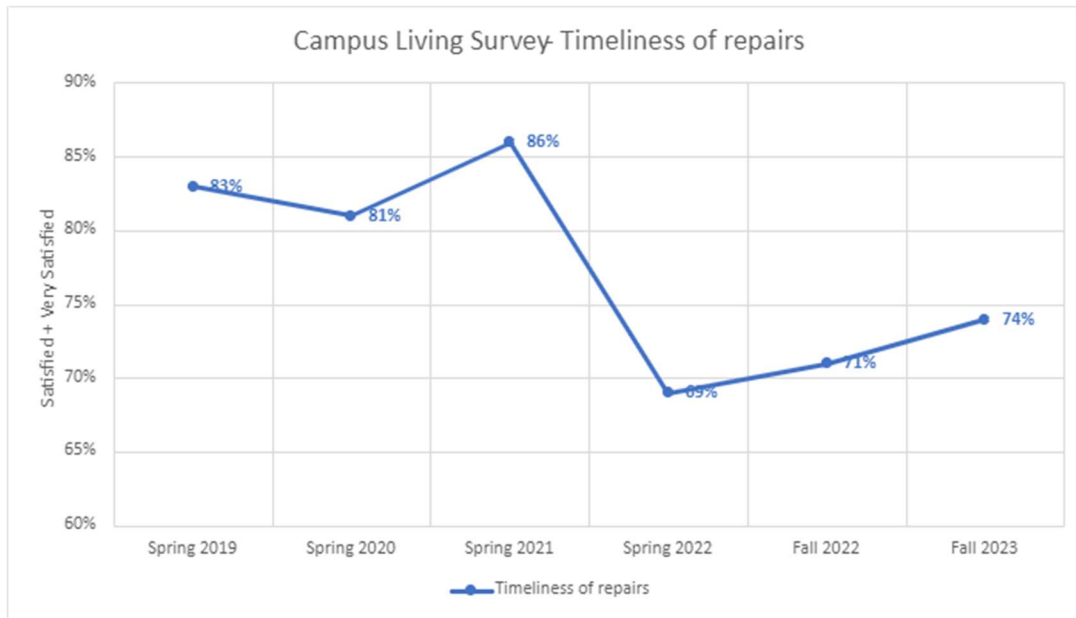
Response Rate
5.0%

Satisfaction Rate
88.4%



Annual Campus Living Experience Survey Results (issued in October 2023):

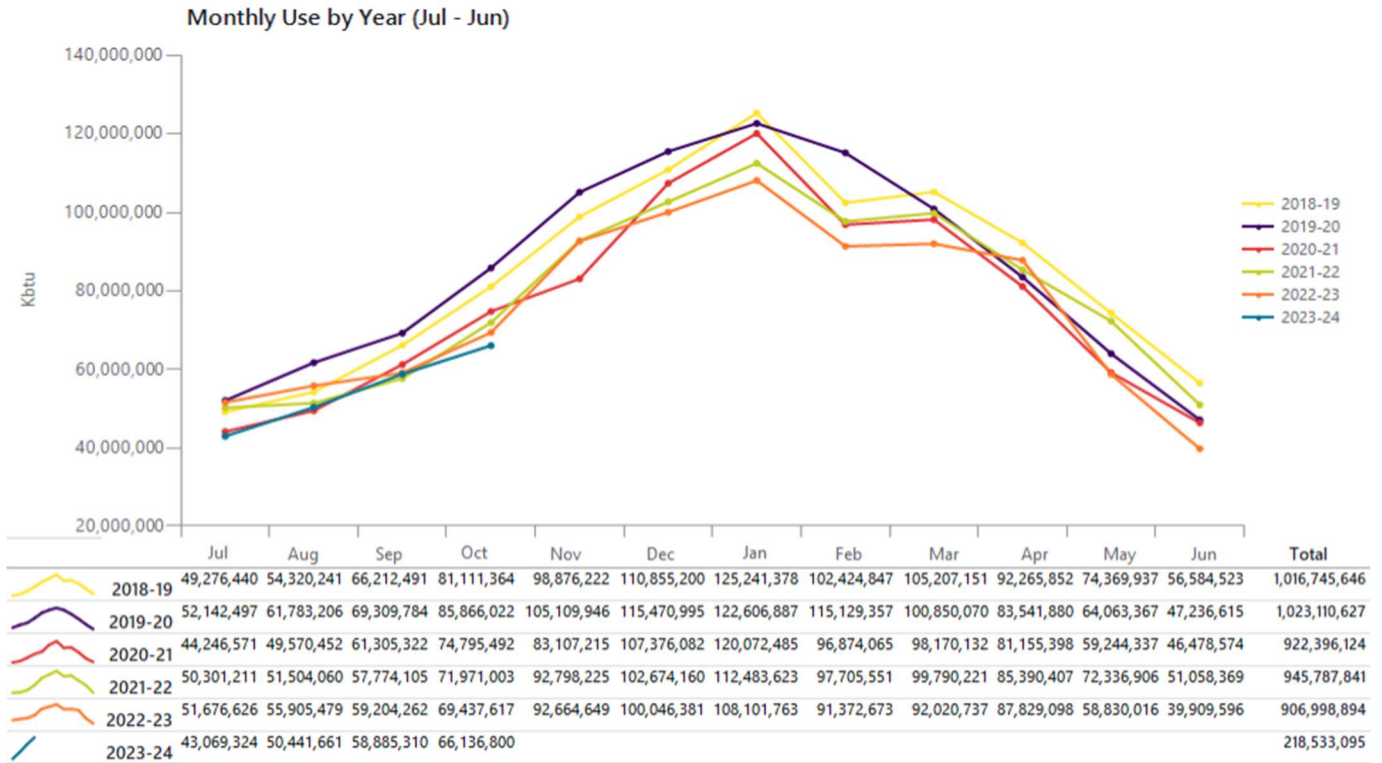




2.6 UTILITY CONSUMPTION

Graph and data for utility use the last 5 years with all commodities converted to kBtu.

Executive Summary (Kbtu)



3 OVERVIEW OF THE FACILITIES SERVICES DEPARTMENT RESPONSIBILITIES

3.1 UTILITY SERVICES

- Purchasing, producing, and distributing water and energy on campus
- 24/7 operation and production of Steam, Chilled Water, and Hot Water for the campus
- Manages and maintains the distribution systems for Steam, Chilled Water, HTHW, Electric, Natural Gas, Domestic Water, Reclaimed Water, Sewer, and Stormwater
- Negotiates, contracts, and approves vendor bills for offsite production and distribution of utilities
- Maintain and read utility meters
- Creates and issues utility bills for customers and develops PeopleSoft interface files
- Manages regulatory compliance for the natural gas system
- Develops utility rate structure and management of budgets
- Actively researches renewable energy opportunities and energy efficiency projects for the campus
- Construction document review and inspections for campus projects

- Programming and administration of building management system (BMS) and service contracts
- Ongoing energy management, retro-commissioning, and oversight of the commissioning process for campus projects
- Locate and document underground utilities and coordinate as-built locations with the GIS team
- Coordination with research, academics, and other groups on campus for research and academic opportunities
- 24/7 Emergency response
- Support of Facility Services and the University as requested/deemed necessary

3.2 PLANNING, DESIGN & CONSTRUCTION (PDC)

- The Planning, Design, and Construction (PDC) team guide the development of capital projects on the NAU mountain and statewide campuses, including yearly project development, vendor partner selections, project bids, RFQs and RFPs, blueprints, renderings, the management project team of design professionals and contractors, and opening of buildings for occupation
- Provides project management for projects as small as a few hundred dollars to multi-million-dollar complex projects
- Provides in-house interior design, architecture, and landscape architecture services
- Edits and maintains campus design guidelines and technical standards
- Capital plan development and implementation

3.3 CUSTODIAL

- Responsible for the overall cleanliness and appearance of campus interiors
- Restrooms – Cleans, disinfects, and maintains supplies of soap and paper products
- Trash and Recycle – Empties interior trash and recycle containers
- Classrooms and common areas - Cleans, disinfects, and maintains supplies of soap and paper products
- Floors - Cleans and maintains through vacuuming, sweeping, mopping, buffing, carpet cleaning, stripping, top scrubbing and waxing
- Surfaces - Dust, spot clean walls, clean drinking fountains, elevators and high-touch surfaces
- Stairs – Cleans and keeps free of litter
- Entrances – Cleans, disinfects and assists in keeping entrances free of litter, ice, and snow.
- Assist in snow removal and ice control at building entrances and walkways
- Building security – Locks and unlocks the exterior of buildings, Monday through Friday
- Emergency support - biohazard cleanup and flood response cleanup
- Special event prep cleaning and clean up

3.4 LANDSCAPE AND OUTDOOR SERVICES (LOS)

- Responsible for maintaining the campus exterior environment, including grass, trees, shrubs, foliage, natural wooded areas, athletic fields, recreation fields, and other landscaped areas
- Mow, fertilize, aerate, spray, seed and top dress turf
- Pest removal exterior and management
- Maintain and empty exterior recycling and trash bins including Big Bellies
- Compost program management
- Provides heavy equipment snow removal and management of snow removal efforts program (equipment, ice melt, scheduling)
- Installation, maintenance and repair of irrigation systems, monitoring CALSENS systems for proper coverage, function, and water conservation
- Weed control including hand removal, mowing, and the management of certification for chemical spray application of products to campus hardscapes (concrete, asphalt, rock/DG) and lawns
- Regular maintenance and monitoring of the health of campus trees
- Street and Parking Lot sweeping and trash control
- Assists with the set-up of special outdoor events –tents, portable restrooms, fences, barriers
- Maintains the portable restroom trailer unit
- Maintain and repair signs including regulatory, parking, event order installation and construction signs
- Outdoor furniture management including bike racks, benches, tables, and planters
- Winter landscape care including raking, pruning, lawn sweeping, dead-heading bedding plants, cleaning up of debris, power washing, cleaning up native areas, rehab/refreshing landscape, removal of dead and dying plants, shrubs, and trees
- General cleanup of debris and trash, and litter

3.5 FACILITIES & MAINTENANCE

3.5.1 Operations and Maintenance

- Operations and Maintenance is responsible for the maintenance and continued safe operation of campus facilities and for prolonging the useful life of facilities and building systems
- Tasked with operating and maintaining campus buildings, HVAC systems, electrical, building access, plumbing, general maintenance, carpentry, and paint
- Daily attention to campus needs and ongoing maintenance programs, and a wide variety of services to provide a functional, safe environment throughout all campus facilities
- Team of multi-talented, multi-skilled trades personnel experienced in all areas of building systems, interior, and exterior

3.5.2 Carpentry Services

- Responsible for repairing and maintaining, and inspecting all roofing systems, heat tapes, gutters, and downspouts and repair of roof leaks
- Repairs furniture, doors, desks, seats, cabinets, and countertops
- Masonry repair: ceramic tile, curbs, stucco, block, and brick. Roofing repair, wall repair, tile repair, door installation and maintenance, and new construction for buildings
- Small projects and renovation and remodeling, including the construction of walls, installation, and finishing of doors, windows, cabinets, and partitions, AV installations, whiteboards
- Installation - chalkboards, corkboards, keyboard trays, whiteboards, pictures, and plaques
- New masonry projects involving ceramic tile, block, brick, stucco, and veneer.
- Repairs to doors and windows, including frames, glass, and hardware

3.5.3 Electrical Services

- Responsible for campus electrical systems line and high voltage
- Maintains transformers, fuse boxes, motors, generators, emergency phone lights, campus exterior lights, streetlights, high voltage supply system, and switch gear
- Install and repair new outlets, circuits, lights, motors, and other electrical components
- Review your equipment load requirements to determine if a circuit is being overburdened with electrical demands or can support a new piece of equipment
- Review and inspect all construction projects for compliance with code and technical standards

3.5.4 General Maintenance Mechanics (GMM)

- Perform minor plumbing repairs of leaks and stoppages in equipment such as faucets, shower valves, drains, sinks, toilets, urinals, flush valves, floor drains, and drinking fountains
- Repair and install toilet seats, dispensers, toilet paper, hand towel dispensers, and towel bars
- Perform minor electrical repairs of receptacles, outlets, switches, ballasts, fuses, circuit breakers, exit lighting devices, etc.
- Perform minor repairs on doors, closets, windows, floor tiles, cabinets, and stair treads.
- Repair, replace and install ceiling tiles, window shades, and blinds
- Repair carpet tears and other minor carpet repairs
- GMMs install new equipment, including pencil sharpeners, bulletin boards, whiteboards, soap dispensers, blinds, etc.
- Provide moving services for furniture, lab equipment, rentals, and forklift services
- Document shredding and Universal Waste collection and disposal
- Locking of buildings

3.5.5 HVAC and TD Industries (vendor partner)

- Maintains, repairs, and inspects the mechanical equipment in every building, including filters, and belts, inspects and cleans coils and lubricating motors and pumps
- Maintains V-belts on air handling systems exhaust systems in addition to bearings and any moving part on equipment that has to do with moving air and pumping of heated or chilled water throughout your building.
- Maintains extensive Planned Maintenance programs for lab buildings, including air compressors, vacuum pumps, air filtering systems, and lab valves
- Oversees maintaining and troubleshooting building control systems such as DDC, Pneumatic, and relay logic systems that control the environment in all buildings and lab pressurization in our lab buildings.
- Maintains and repairs AC, steam, and high temp hot water within buildings
- Responds to too hot/too cold room/building temperatures as routine

3.5.6 Building Access Services (BAS)

- Building Access Services is responsible for the repair and maintenance of campus locks, automatic door openers, card readers, cabinet locks, and the production of keys for all locks
- Keys, changing locks or re-keying lock systems for security reasons (i.e., lost or stolen keys), and special equipment locking devices
- Maintains ADA (Americans with Disabilities Act) access operators as routine maintenance
- Provides safe and vault service, including rekeying safes
- Installs computer and office equipment security devices
- Provides security consulting for all campus departments
- Manages contractor and vendor key checkout process

3.5.7 Paint

- Maintaining the interior and exterior painted surfaces trim, walls, handrails, curbs, crosswalks
- Patching and repaints damage to walls and ceilings
- Graffiti and vandalism correction
- Signage maintenance – including wayfinding and monument signs
- Creation of signage – room numbers, nameplates, interior wayfinding, event sign placement and management across campus

3.5.8 Plumbing and Gas

- Responsible for the general maintenance and repair of water supply infrastructure and sewage underground systems.
- Responsible for plumbing fixtures and exterior hose bibs
- Responsible for the natural gas distribution system and equipment within buildings
- Perform maintenance and repairs on gas furnaces, boilers, in-wall heaters, water heaters, stoves, and other gas appliances.

3.6 HAT RANCH

- With assistance from a generous philanthropic gift to the NAU Foundation, Northern Arizona University acquired the historic Hat Ranch near Williams in April 2021.
- Located 70 miles south of the Grand Canyon
- The Hat Ranch was established in the early 1800s and includes roughly 300 scenic acres and a variety of well-preserved period buildings.
- It is partially surrounded by more than 1,500 acres in conservation easement held by the Grand Canyon Trust.
- It is currently used only as a conference/event facility
- There is 1 full-time employee for Hat Ranch, on-site caretaker that lives at Hat Ranch

3.7 WORK CONTROL

- Customer-focused team dedicated to providing our students, staff and researchers with an excellent environment in which to study, live and work.
- First point of contact for maintenance and billable services requests in all academic and residential campus buildings, which total over \$1 billion in physical assets.
- Processes and manages all phone, TMA iServiceDesk, and walk-in work requests
- Data warehouse for all maintenance
- Dispatch to trained technicians for Facility Services and Dining Services.

4 FS ACCOMPLISHMENTS

4.1.1 Department-wide

- Established a regular departmental email communication with weekly emails sent detailing out Kudos, Upcoming Events, Job Postings, and various other pertinent information.
- Had first annual all-hands meeting for Facility Services in about 7 years in November 2023.
- Several successful CARE Committee employee recognition events, including the Summer BBQ, Chili Cookoff, Bakeoff, and Winter Feast.
- Responded to a massive vandalism claim where a vandal initiated the emergency shower at Biology and let the building flood.
- Responded to Mid campus tunnel flooding event which evacuated 5 buildings simultaneously. Repairs made in storm water systems in preparation for next spring's snow melt.
- The beginning of 2023 was tumultuous with sudden staff and leadership changes, but stability came towards the end of 2023.
 - All leadership vacancies in FS were filled:
 - Assistant Director Trades & Skilled Crafts (Maintenance – Curtis Patterson, August 2023)

- Assistant Director Trades & Skilled Crafts (Utilities – Jordan Sundin, December 2023)
 - Director Facilities & Maintenance (Planning, Design, & Construction – Josh Spear, June 2023)
 - Associate Vice President (Stephanie Bauer, May 2023)
- Worked with BIAC to develop Power BI dashboards for maintenance costs and KPIs on preventative maintenance.
- Completed a Deferred Maintenance/Preventative Maintenance audit.
- Maintained a strong partnership with the Office of Sustainability through the year after they transitioned from Facility Services, including both Stephanie Bauer and Damion Unale winning Leadership in Sustainability awards in May 2023.
- Submitted and won a Green Fund proposal for 5 electric golf carts. Order placed end of October 2023, with a 20–24-week lead time. Estimated delivery in Spring 2024.
- Successful completion of the Comprehensive Sustainable Smart Campus Master Plan. After an 18-month process, it was approved by ABOR on November 16, 2023. <https://in.nau.edu/facility-services/pdc/planning/>
- Flagstaff saw record-setting snowfall in early Winter 2023, and the Facility Services relentlessly responded over holidays and campus closures to plow, shovel, and snow blow campus, over and over again.
- Established a process and cadence to reviewing weekly TMA survey data and responding to customer concerns and praising quality service by staff.
- In-sourced after-hours calls from AnswerNet to NAU ITS in July 2023, with continuous teamwork and collaboration between FS, ITS, and WCC.
 - Eliminated the Supervisor On-Call program that had been in effect for decades, with no formal protocol, and no compensation for the team members that participated. This resulted in a great morale boost for the former participants.
 - Formalized after-hours protocols and procedures for the staff that continues to participate in on-call
- Established a much needed Facility Services' policy repository on Teams.
- Institutionally invested in Willow, a digital twin, including fault detection and diagnostics functionality energy management.
- Repair of several failed utility distribution components, including a hot water line leak near LRC, a condensate line leak by HLC, and a stormwater line break by the Union.
- Hosted two high-profile individuals on campus, which involved cross functional collaboration from all Facility Services units, as well as a show of tremendous partnership with other NAU departments. Bill Gates was the commencement speaker in May 2023 and VP Kamala Harris spoke on a campus tour event in November 2023. Notably, APS had a power outage at the onset of Kamala Harris' visit, and NAU FS quickly responded.
- Revamped in-house estimate request process as a cross-collaborative effort between PDC, carpentry, and the other trades.
- NAU received over \$50,000 in APS rebates for energy efficiency upgrades through maintenance and construction projects. This money is deposited into the energy revolving fund for future projects.

4.1.2 Utilities

- Calibrated boilers at both plants for the first time in years.
- Developed a new utility billing methodology, implemented in July 2023 for FY24.
- Organized Cleaver Brooks to give training at NAU for stationary engineers.
- Recalibrated and repaired the North Plant natural gas meter.
- Repaired or replaced various utility meters across campus buildings.
- Submitted and received a Green Fund proposal to purchase produced commodity meters for buildings without them.
- Partnered with a temp staffing agency, Insight Global, to hire 2 stationary engineers.
- Hired the university's first Energy & Water manager.
- Utility consumption is down campus-wide.
- In partnership with the Office of Sustainability, submitted and received award of a water conservation grant.
- Implemented new unoccupied mode schedules across capable buildings.
- Cleaned north plant cooling towers leading to better efficiency.
- Shut off plant air fed from the plant through the tunnels to several buildings to save energy.
- Plant staff installed a chemical pump as a major safety improvement that prevents direct contact with the caustic chemicals that are used for water treatment.
- Participation in APS demand response program Peak Solutions.
- Developed process to apply for APS rebates on projects and work orders.

4.1.3 PDC

- Added a new position (formerly a project manager position) for a campus architect, that manages the design group. This provides increased capacity and ability in-house
- Hired and trained great student workers on small project management to share the workload burden due to PM vacancies.
- A major push for close out and document management was started with Student worker support.
- Staff displayed strong resiliency with having multiple critical PM vacancies.
- Work closely with Utilities and Office of Sustainability on many projects, including bringing chilled water to ARD in lieu of a standalone chiller.
- Issued new Job Order Contract, including a re-issued separate JOC for mechanical *and* controls, which is a needed improvement from prior years.
- Successful construction of a new CDL test course in partnership with Mountain Line that also added much-needed sidewalks around the FS buildings.
- Coordinated and completed a Project Communication tool for Permitting and Contracts. This will be updated monthly to ensure permitting is fully reviewed prior to any work as well as any ADA or DOJ requirements are met on a per project basis.
- Significant cost avoidance, including over \$100,000 saved by Contract Administrator review.
- Contract administrator received DBIA certification.
- Issued a design-build contract for the re-roofing of the Skydome

- Demolished the buildings formerly known as Pawn Shop/Mandarin Buffet/Milton Property.
- Upgraded several buildings from pneumatic to digital controls utilizing HEERF funds, which had aggressive timelines.
- South Engineering Lab building opened and occupied in May 2023.
- Installed Lenel card reader access on several buildings for exterior access control.
- The electrical needed for the x-ray machines for the small animal care facility were going to be delivered 3 months late, but Josh was able to salvage the existing electrical panel from the temporary power used at the South Engineering Lab (instead of discarding it) saving the BioScience annex project time and money.
- Successful completion of the Nursing Simulation Labs in both DuBois South Dining basement and North Valley Campus locations.
- Painted red curbs and installed thermoplastic crosswalks across campus.
- Had the first annual PDC Closeout Challenge, to inspire closing out project quickly after the summer push.
- Functional and cosmetic upgrade to Cline Library's Assembly Hall, which is a transformative change to a heavily used facility.

4.1.4 Facilities & Maintenance

- Several key new hires:
 - AD of Skilled Trades (Curtis Patterson – August 2023)
 - Manager of BAS (Eddy Johnnet)
 - Electricians, BAS Technicians, Carpenter/Roofers, Painters
 - Assistant Manager of GMM (Rufus Carrillo)
 - Many FTE, SW, and Temp employee new hires in Carpentry, Paint, BAS, and GMM.
- Developed new residence entry procedures for Facility Services' employees, in collaboration with Campus Living.
- Purchased and kicked-off TMA key management module.
- GMM and Electrical department have altered processes to install LED lights whenever possible.
- Created a new employee onboarding process for all new hires beginning January 2024.
- Developed and will begin an all-trades shadowing rotation for the General Maintenance technicians beginning January 2024.
- Created a budget training rotation to assist all trades managers with understanding, staying focused on, and improving their team's budget.
- Created a workorder prioritization review rotation with all managers to improve the completion time of work orders and meet service level agreements to the best of their abilities.
- Developed Standard Operations Policies/Procedures (SOPs) pertaining to TMA Comments, After-Hours protocols and expectations, and

- Made significant updates to the current (2012) Grand Master (GM) Key Policy (currently in draft phase), changes to the GM key request process, and modifications to the annual GM key audit process which began December 2023.
- Implemented a key tracking (Apple Air Tags) system to help ensure the physical tracking of all GM keys within Facility Services.

4.1.5 Operations - LOS

- Received Green Fund award for battery powered landscape equipment
- Endless snow and icicle removal that kept LOS crew busy into late spring.
- Registered employee for Sports Turf Management licensing
- Issued Service Level Agreements to all customers and had conversations with them for better scope understanding.
- Trained on plan review and submittal review processes with PD&C to be able to perform these on construction projects.
- Rapid response of removing a tree that fell on Adel building's entryway.
- Performed a major clean-up project to of Sinclair Wash to improve drainage and flow.

4.1.6 Operations – Custodial

- Purchased flood remediation equipment and established new procedures to respond to floods in-house as opposed to always responding with an outside vendor. Successfully responded to floods at ARD, Biology, DuBois, and others.
- Worked with EH&S to translate the first of many SciShield trainings into Spanish.
- Worked with Campus Recreation, Comptroller, and University Budget Office to review and revise the Campus Recreation Custodial Service Level agreement and costs.
- Issued Service Level Agreements to all customers and had conversations with them for better scope understanding.
- Successful partnership program with FUSD's FCT program which places members of their program (individuals with different levels of ability) as custodians. After the completion of the program, they are eligible to apply for NAU positions, and we've hired several on as part-time temps after the program.
- Performed a successful summer blitz through the first year of True Blue Fridays, utilizing in-house staff, and two vendors.
- Hired a large amount of students to augment the staffing levels. Student hiring was so successful that prospective students would often stop by looking for work when there was no opening.
- Reestablished Custodial Senior positions to bring about more career ladders for employees.
- Worked with Purchasing on a project to standardize and replace all campus soap dispensers to a larger size to yield labor savings by changing out soap less frequently, as well as installing new toilet paper dispensers across campus.
- Worked with ASNAU to formalize an MOU for stocking of the free feminine hygiene projects.

- Worked with the office of Sustainability to install a campus wide recycling program.

4.1.7 Hat Ranch

- Continued hosting meetings/retreats
- Increased external event bookings
- Replaced siding and footer stabilization on the employee residence
- Robotic/Drone research continues to take place
- Undergraduate Field Camp Experience design took place
- NRCS conducted a soil sampling research project onsite

4.1.8 Work Control

- Successfully implemented Mobile TMA for efficiency and less paper usage.
- Continued development of a preventative maintenance program with the leadership of the new AD
- Implemented new TMA work order survey
- Implemented more detailed communication from TMA work order system to customers
- Successfully upgraded the TMA server from end of life status with IT support
- inventory of equipment added to TMA for PM program
- Completed multiple dashboards for work order management and tracking
- PowerBI dashboard for maintenance costs
- Apply work order procedures to keep our FS technicians advised of potential risks when responding to work orders across campus through the entire Pandemic.
- Created various TMA reports for FS and Executive Leadership, i.e. productivity rates, aging work orders, PS and TMA reconciliations, etc.
- Adjusted policies and procedures to remain in line with VP's vision, mission and values
- Provide regular data analytics on work orders, maintenance costs, productivity and historical information.
- Successfully insourced the afterhours call center
- Refreshed TMA space data – inactivated old or incorrect areas and created consistency in the naming conventions
- Aligned TMA access for users for better data security
- Aligned repair center data accordingly; FS users only see FS data and FLT users only see and use FLT data
- Refreshed campus speedcharts in TMA for consistency