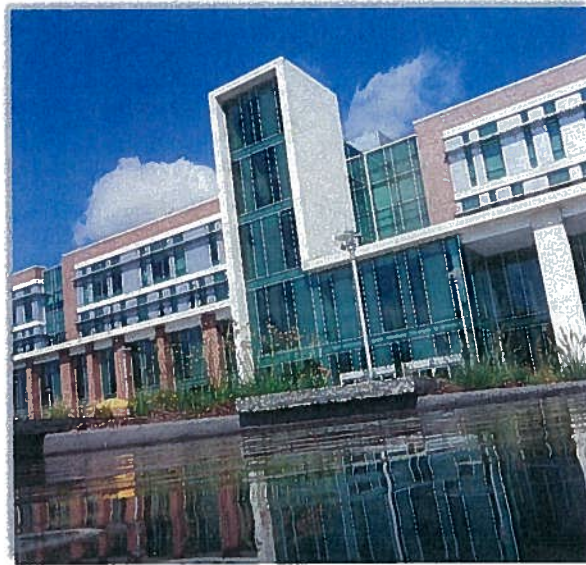


# Facilities Management Department

## 2013 Division and Unit Goals



# WESTERN MICHIGAN UNIVERSITY



Office of the Associate Vice President  
Facilities Management Department

January 2013

Ms. Jan Van Der Kley  
Vice President for Business and Finance  
Western Michigan University  
Kalamazoo, MI 49008

Dear Vice President Van Der Kley:

The Facilities Management Department is pleased to provide you our 2013 Department Goals. Each FM Division and Unit reviewed the WMU and Business and Finance strategic plan. Furthermore, they reviewed their present project list and the mission of Facilities Management. Our Department mission and vision includes these characteristics:

- Excellent service to the University Community
- Excellence in stewardship of the campus environment
- Professional and effective communication
- High standards for professional and personal accountability
- Practice sustainable development and management of campus resources

You will notice there are two broad based initiatives this year for our department: the WEcare program and the STARS initiative. The WEcare program (Western employees care) is a combination of a customer service focus, measured results, and process improvement on the primary services provided to our campus customers. The Sustainable Tracking, Assessment, and Rating Systems (STARS) is part of the WMU Tactical Action Community which is integrated into the implementation of the WMU Strategic Plan. Various FM Units have a significant part of the STARS documentation. All of the FM goals are important pieces that support the mission and vision of our institution. We are in alignment with the Gold Standard of being learner centered, discovery driven, and globally engaged.

Sincerely,

Peter J. Strazdas  
Associate Vice President for Facilities Management

# **Administration Division Goals**

## **Information Technology Unit**

- Finish Windows 7 rollout for Projects and Planning
- Phase 1 deployment of WADE (Western Active Directory Environment); primary login and home space.
- Consolidate CFD and PPCAD servers onto WADE
- Decommission PPCAD, contingent on file migration of J: drive by doc room
- Improve backup and DR site.
- Finalize Famis upgrade
- Install WinPM software infrastructure
- New BAS auditing system
- GIS infrastructure upgrade
- Install SkySpark
- Upgrade to WebTMA from enterprise

## **Labor Relations Unit**

- Continue to work with the Director of Labor Relations to ensure that the supervisors receive additional training in contract administration.
- Continue to work with the Directors in FM to achieve consistency in practices and procedures.
- Work with FM and HR in furthering the WEcare program.
- Work with Director of Labor Relations and Director of Power Plant to negotiate an agreement with MSEA (preparatory work already in place from 2012). Continue to work with Power Plant on the succession plan.
- Continue to be an active executive board member on the state and local labor/management committees.

# Planning Division Goals

- Projects adhere to the principles and fundamental concepts of the Campus Master Plan.
- Be involved in strategic discussions.
- Educate project participants on planning and design principles, standard practices, and university guidelines.
- Measure and report outcomes in the WEcare initiative.

# Engineering Division Goals

- Energy
  - Implement Energy conservation projects using Performance Contracting
- Utilities
  - Implement funded utility infrastructure projects – steam line replacement, electrical overhead lines, chiller upgrades, switch gear maintenance
  - Create storm water preventative maintenance program
- Communication, Customer Service
  - Implement Building Information Modeling standards for new construction
  - Create better warranty tracking process for post-completed projects – new or renovations
  - Enhance interdepartmental coordination of multi-discipline projects
  - Improve customer expectation for project management: timing of request, estimation, approval, implementation and close out
  - Set benchmark for project completion within one year from being initiated
  - Promote common trades meetings
  - Measure and report outcomes in the WEcare initiative
  - Complete data collection for STARS initiative
- Continuing Education
  - Continue to offer training through onsite and off-site training, presentations, online tutoring and hands-on workshops
  - Encourage electrical team to continue using Microsoft Project module for project management
  - Continue attending GIS Users seminars (Lansing)
  - Continue Common Trade meetings
  - Attend APPA Institute (for 3rd of 4 modules)



# Projects and Construction Division Goals

- Demolition and site improvements of Sangren Hall within schedule and budget.
- Deliver apartment housing by August 1 within budget.
- Deliver the Legacy Collection Facility by September 1 within budget.
- Conduct design charrettes for projects as appropriate.
- Improve and maintain communications with small projects area and campus clients.
- Measure and report outcomes in the WEcare initiative.
- Complete data collection for STARS initiative

# Operations Division Goals

## Building Custodial and Support Services Unit

- Provide training to the Building Custodial and Support Services (BCSS) leadership team on management-labor relations
- Work with other Facilities Management departments on development of Facility Management Employee Handbook (for consistency in managing contract).
- Improve communication - create unity across the board and all shifts.
- Improve customer relations
  - Continue building coordinator survey, compare to prior year.
  - Provide cleaning frequencies, cleaning definitions to create better expectations and understanding.
  - Meet with customers on a regular basis
- Develop training program
- Maintain an updated web page.
- Continue to apply for awards as they can be found
- Expand “specialty team cleaning” across campus
- Begin use of WebTMA to generate task lists and conduct inspections
- Complete the preventative maintenance program for the appliance repair shop using TMA.
- Measure and report outcomes in the WEcare initiative.

## Landscape Services Unit

- Continue to market campus to increase and retain student populations by best management practices in the maintenance of campus grounds; neat, clean, and green with pizzazz.
- Continue with the following sustainability practices:
  - Use of beet juice to improve the effectiveness of and reduce salt usage for our snow removal operations.

- Improve irrigation systems linked to the BAS; use ET rates for smart watering.
- Work with and expand “vegetable oil” fuels for mowers and possibly other grounds equipment.
- Follow all fertilizing protocols, integrated pest management practices, mowing protocols, and adherence to all storm water management practices.
- Recycle yard waste, wooden pallets, concrete rubble, asphalt rubble, and scrap metal.
- Expand the use of compost tea to lessen the impact of synthetic chemical fertilizers.
- Carry on our proactive activities/work with Tree Campus USA including; Arbor Day Celebration, tree replacement program for dead, diseased, hazard take-downs, development and expansion of existing plant collections, including the use of native plants to increase the number and diversity of healthy viable plants campus-wide.
- Extend training programs and educational opportunities for staff to keep them on the “cutting edge” of grounds maintenance.
- Continue with web page improvements.
- Relocation of entire Grounds Department under one roof with a user-friendly equipment storage area, and pesticide load pad and storage facility.
- Measure and report outcomes in the WEcare initiative.
- Complete data collection for STARS initiative.

## **Maintenance Services Unit**

- Enhance Customer Service and Response Time
  - Review most frequent customer service issues and determine proactive means to reduce repeated calls
  - Continue to track and monitor various priority work orders via email notification and reports
  - Collaborate with Building Custodial and Landscape on mutual customer expectations and shared responsibilities
  - Foster better relationship between frontline supervisors, trades and technical support
  - Measure and report outcomes in the WEcare initiative
- Professional Training Development
  - Customer communication and interaction
  - Time and workload management
  - On-boarding and ongoing orientation with staff members
  - Attend national TMA Conference
- Implement Revised Computerized Maintenance Management System
  - Develop transitional plan for updated work order system
  - Implement training and orientation for various modules
  - Develop reports to enhance management of work load and inter department charge-backs
  - Review and upgrade wireless work order devices

- Continuing Education, Safety Compliance
  - Encourage continuing training through onsite and off-site training, presentation and hands-on workshops
  - Promote safety and reduce the number of on the job injuries
  - Maintain safety training schedule and documentation
  - Promote common trades meetings

## **Power Plant Unit**

- Complete installation of new security camera system for central plant begun this past year to be tied into Public Safety and to further enhance plant security. Look at expanding this system to include ERC.
- Build on present efforts to improve the quality and timeliness of information communicated to the University community regarding plant operations.
- Complete a successful negotiation of a new bargaining unit contract with MSEA that expires on June 30, 2013, incorporating new annual leave policy among other objectives.
- Refine scope of work to increase the output of steam turbine generator currently in the study phase with our engineering consultant HDR.
- Continue defining optimal plant staffing needs for both management and labor to better meet current and future plant needs and objectives with emphasis on staff training.
- Finalize efforts at securing an operating permit for a large capacity rental engine generator for possible peak shaving and backup electric needs at the central plant reflecting prevailing economics.
- Continue on-going efforts to seek out any operational, energy efficiency or heat recovery improvements in the power plant.
- Measure and report outcomes in the WEcare initiative.
- Complete data collection for STARS initiative.

## **Transportation Services Unit**

- Maintain good communications with customers and make sure all concerns are addressed.
- Ensure that the semi-annual preventative maintenance is completed on all university vehicles, equipment and generators as scheduled.
- Contain expenses as much as possible by monitoring, updating and modifying the parts inventory to coincide with the current model year vehicles.
- Continue the educational training of university vehicle mechanics in an effort to keep up to date with new technologies.
- Make sure our recycling efforts continue.
- Specify, Bid and purchase new fleet vehicles for those select units that have exceeded their life cycle. Take advantage of trading in the old vehicles whenever the value given is acceptable and in Western Michigan University's best interest.

- Re-evaluate vehicle life cycles to determine when it is most cost effective to replace the vehicle.
- When purchasing new vehicles or equipment, work with each department in developing specification that will meet their needs and be cost effective while keeping the best sustainable practices in mind.
- Continue to monitor new technologies in an effort to upgrade our fleet to more fuel efficient and more sustainable vehicles as they become available.
- Due to the highly technical diagnostics required by the new automobiles, we will investigate and identify an OEM level computer based diagnostic tool that will allow for future expansion and up to date diagnostic evaluation of fleet vehicles.
- Because of the increasing number of emergency generators used for campus buildings, we will investigate and identify a good quality self-contained mobile lubricant pumping and exchange station that can be used when servicing the stationary emergency generators.
- Evaluate the Transportation Services web site and determine what changes are needed. Work with physical plant IT to bring the website up to date and make it as user friendly as possible.
- Complete data collection for STARS initiative.



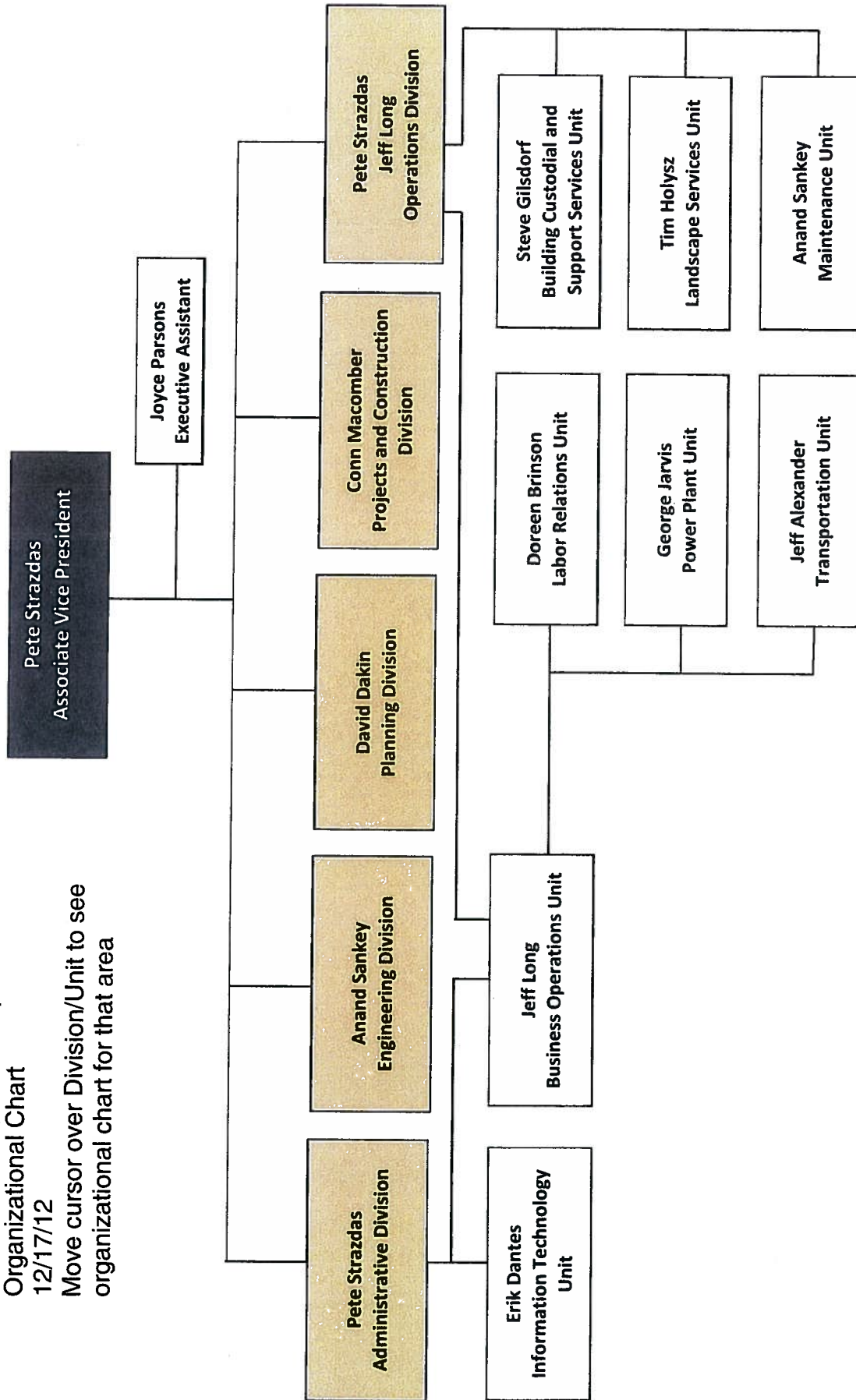


## WESTERN MICHIGAN UNIVERSITY

### Facilities Management Department Organizational Chart

12/17/12

Move cursor over Division/Unit to see  
organizational chart for that area





# WESTERN MICHIGAN UNIVERSITY



## Facilities Management Department

**Our vision is to be an exemplary higher education facilities management organization.**

We will be known for

- Excellent service to the University community
- Excellence in stewardship of the campus environment
- Professional and effective communication
- High standards for professional and personal accountability
- Practicing sustainable development and management of campus resources



### Administration

**It is our vision to lead and provide support services to FM Divisions and Units so they are successful.**



### Planning

**It is our vision to be forward thinking partners in the future development of the physical campus, exploring bold solutions and dynamic approaches to implement the university's mission and goals while balancing the interests of the various members of the university community.**



### Projects

**It is our vision to design and deliver superior projects through creative problem solving, knowledge, expertise and effective project management.**



### Engineering

**It is our vision to build facility excellence through innovation, state of the art technical support, expertise, and collaboration.**



### Operations

**It is our vision to exceed our customer's expectations through responsive, caring, and fiscally responsible service.**