



Facilities Management

Division and Unit Goals

2019-20



WESTERN MICHIGAN UNIVERSITY

Facilities Management Department Commitment

In alignment with the Western Michigan University Gold Standard 2020, facilities management has created this plan to supplement the goals of the University. FM recognizes the vision of the University as being learner centered, discovery driven, and globally engaged. We outline this plan to enhance those standards and provide our own goals for facilities.

By the very nature of facilities management, our team's mission provides the facility stewardship for the Division of Business and Finance that is responsible for the natural and built environment. We support student success, research and public service goals in a safe, healthy, sustainable and attractive setting at a reasonable cost.

Our vision of being best in class supports exceeding customer expectations, building Western's culture, and providing a positive impact to life at the University.

Our core values of trust, service, communication and sustainability are directly related to the business and finance core values that consist of wellness and health, sustainability, diversity and inclusion, ethics, respect, professionalism and equity.

Mission

The mission of facilities management is to support student success through responsible stewardship of the University's natural and built environment.

Vision

Facilities management aspires to be the Best in Class.

Trust.

Establish and maintain through fairness, empowerment, and reliability in all relationships.

Service.

Deliver in an exceptional manner to the campus community.

Communication.

Perform in an open and honest manner through listening and follow up in all interactions.

Sustainability.

Leave our campus in a better condition than before.

Facilities Management Overall Goals

Goal #1 (*Univ. #5 - Sustainable Stewardship*)

All FM Units will undergo the Association of Physical Plant Administrators (APPA) Facilities Management Self-Evaluation Process (FMEP).

Action

APPA FMEP will facilitate a review of all FM units to include a self-evaluation, a peer-evaluation by fellow FM senior leadership members, and an assessment completed by an APPA individual representative.

Key Performance Indicators

- Each FM unit will provide a self-evaluation assessment to be shared in a senior leadership meeting.

Goal #2 (*Univ. #1 - Learner Success*)

Facilities Management will improve team culture, communication and collaboration across all units and employee groups.

Action

- Continue to engage professional team building support with consultants.
- Using the results of the Employee Engagement Survey and the business and finance retreat, create activities to improve ratings.
- The operation units will consolidate the on-call books for each department and the emergency response binders and create a unified method of information sharing of occurrences that happen off shift.
- Senior leadership will develop a continuous team building program including, but not limited to, restructuring team meetings to include at least one meeting a month dedicated to professional development.

Key Performance Indicators

- FM consolidated call manual completion and distribution to appropriate personnel.
- Documentation through meeting agendas and minutes that reflect professional development opportunities.
- In the 4th quarter of fiscal year, reissue survey to FM employees. Compare results to previous survey to measure positive improvement.

Goal #3 (*Univ. #2 - Academic Excellence*)

Facilities Management staff will present a positive outlook on the University master plan and promote it as a better learning and living environment for our students.

Action

- Each unit will develop specific goals on how to support the University master plan.

Key Performance Indicators

- KPI - 😊😊

FM Administration Division Goals

Business Operations Unit

Goal #1 (*Univ. #5, FM #1 - Sustainable Stewardship*)

BOPS will continue to identify efficiencies and integrate technology as much as possible.

Action

- Complete APPA FMEP process.
- Work with energy manager to more effectively utilize energy management software to meet the business office needs such as monthly billings etc.
- Continue to cross train – with our small group it is important we all can step in and support each other

Key Performance Indicators

- Complete APPA FMEP
- Track what we are able to automate with energy management software

Goal #2 (*Univ. #5, #3, FM #1 - Sustainable Stewardship*)

BOPS will continue to support the different FM areas in maintaining cost per square foot data from the APPA FPI survey.

Action

- Will continue to participate in the new budget model focus groups as asked.
- Will continue to attend monthly budget meetings with FM operations. Will support other areas by sending monthly balances and providing further support as needed.
- FPI Survey
- Budget meetings

Key Performance Indicators

- Complete survey timely
- Compile summary tracking report for FPI data

Information Technology Unit

Goal #1 (*Univ. #5, FM #1 - Sustainable Stewardship*)

Continual improvement of hardware and software environment.

Action

- Purchase new hardware for VM infrastructure, implement hardware replacement

Key Performance Indicators

- System uptimes

Goal #2 (*Univ. #5, FM #1 - Sustainable Stewardship*)

Upgrade software that is approaching end-of-support to a supported version.

Action

- Upgrade or replace existing Windows 7 desktops and laptops to Windows 10
- Upgrade or replace existing Windows Server 2008 to Windows Server 2016 or 2019

Goal #3 (*Univ. #5, FM #1 - Sustainable Stewardship*)

Continual improvement of WebTMA infrastructure and data.

Action

- Oversee custodial TMA module implementation
- Migrate the production TMA database to SQL Server 2016 for use on WebTMA

Goal #4 (*Univ. #5, FM #1 - Sustainable Stewardship*)

Refine our business recovery strategy to minimize downtime in the event of a major or minor outage. Continual improvement of our disaster recovery (DR) site and infrastructure.

Action

- Finalize all aspects of new storage array deployment.
- Review and modify snapshot frequency based on load

Goal #5 (*Univ. #5 Sustainable Stewardship*)

Improve/change inventory method for trades iPads and 800Mhz radios.

Action

- Investigate iPad inventory. Currently using Meraki and local files with information about each device.
- Investigate radio inventory. Currently there is no centralized list of hardware and configuration.

Goal #6 (*Univ. #5, FM #1 - Sustainable Stewardship*)

Maintain level of support and client satisfaction.

Action

- Continue providing same level of support

Key Performance Indicators

- Number of IT tickets completed and time to complete
- Customer feedback.

Labor Relations Unit

Goal #1 *(Univ. #4, FM # 2 Inclusive Excellence and Equity)*

Continue to serve on interview panels to assist with the hiring and retention of FM candidates with an increased emphasis on diversity.

Action

- Serve on no less than three panels per year and guide panel in HR processes and design of effective interview questions.

Goal #2 *(Univ. #4, FM # 2 Inclusive Excellence and Equity)*

Assist director of labor relations with hosting ongoing contract administration training.

Key Performance Indicators

- Assist labor relations director with designing and facilitating contract administration training three times per year.

Goal #3: *(Univ. #4, FM # 2 - Inclusive Excellence and Equity).*

Contribute to the ongoing efforts of professional development for FM administrative and hourly staff.

Action:

- Research and obtain commitment for financing professional development for supervisors and hourly employees. Identify a vendor and administer a needs assessment by March 2020.
- Contribute to the ongoing efforts of the Power Plant training committee

Key Performance Indicators

- Assist with tracking method to ensure all apprentices are meeting the OJL and RMTI hours on a monthly basis.

Goal #4: *(Univ. #4, FM # 2 Inclusive Excellence and Equity)*

Answer all second step grievances per the contract timelines.

Key Performance Indicators

- Track all extensions requested by management and reason for extension. Extensions should not exceed 25% of all grievances.

Organizational Performance and Effectiveness Unit

Goal #1 (*Univ. #5, FM #1 - Sustainable Stewardship*)

Continue improvement and implementation of project processes.

Action

- Provide weekly project management forums to discuss and develop project processes and provide training for project team members and others as needed.
- Conduct weekly project coordination meetings with FM senior leadership directly involved with design and construction.
- Identify “barriers to improvement” that impact the design and construction best practices. Coordinate investigation and corrective solutions.

Key Performance Indicators

- Provide project process documentation including application narratives.
- Provide documentation of meeting agendas and meeting minutes.

Goal #2 (*Univ. #1, FM #2 -Learner Success*)

Create professional development tracking documentation.

Action

- Create three professional development strategies for FM personnel.
- Continue with color code training throughout FM

Key Performance Indicators

- Document each strategy

Goal #4 (*Univ. #5, FM #1 - Sustainable Stewardship*)

Facilitate subcontracting notification process improvement and tracking.

Action

- Provide subcontracting notifications to AFSCME leadership.
- Provide monthly discussion and coordination meetings to discuss subcontracting issues with AFSCME representatives.
- Facilitate subcontracting training for facilities management personnel.

Key Performance Indicators

- Begin to collect data on number of subcontracting grievances filed.

Goal #5 (*Univ. #5, FM #1 - Sustainable Stewardship*)

Develop schedule and complete renewal of the project process manual.

Action

- Develop schedule for completion

Key Performance Indicators

- Meet completion date for each revised section of manual.

Architecture and Design Division Goals

Goal #1 (*Univ. # 4, and FM # 2 – Inclusive Excellence and Equity, Learner Success*)

Promote WMU design culture through education, shared learning, professional development and global diversity awareness.

Action

- Promote professional conference attendance
- Participate in continuing education learning opportunities (CEUs)
- Increase diversity and culture learning opportunities; speakers and events
- Promote ADA signage solutions – update website information
- Develop a method to track events and professional development activities completed

Goal #2 (*Univ. #3 and #5, FM #1 – Discovery and Collaboration, Sustainable Stewardship, Learner Success*)

Develop building interior standards that align with the University’s Strategic plan and Branding, sustainable best practice design application, and life safety.

Action

- University Design Guidelines (CSI divisions) – Complete Phase 1, Begin Phase 2
- APPA FMEP Evaluation – Step 1
- Collaboration with the Office for Sustainability and Facilities Management areas.

Key Performance Indicators

- APPA FMEP evaluation report

Goal #3 (*Univ. #1 and #2, and FM #3 – Learner Success, Academic Excellence*)

Provide professional architectural and interior design services for Capital Projects and renovations, including Dunbar, CHHS, Aviation, Arcadia Flats, New Student Center, Adult Wellness, Waldo Library and continued asset renewal assessment and implementation.

Action

- Project scope/schedule/budget accountability

Key Performance Indicators

- Review weekly project reports

Goal #4 (*Univ. #1 and #3, and FM #2 – Learner Success, Discovery and Collaboration*)

Collaborate and participate with campus community to promote student success by strategizing ways to advance the building interior environment experience.

Action

- Increase communication and visibility with colleagues and college departments to develop meaningful relationships
- Engage in project team meetings from inception to completion
- Collaborate with recruitment efforts and campus routes to improve building experiences

Key Performance Indicators

- End of year reflection: 😊 😞

Goal #5 (*Univ. #5, FM #1 – Sustainable Stewardship*)

Advance financial efficiency and quality service for a self-sustaining practice.

Action

- Comparative analysis of competitive market costs for design services
- Review budget model and implement changes to ensure success
- Collaborate to refine project process and advance efficiencies

Key Performance Indicators

- Revenue measurement for professional services
- Customer service satisfaction survey; quantitative focus with 1 open-ended question for qualitative data improvement opportunities

Construction Division Goals

Goal #1 (*Univ. #4, FM 2 - Inclusive Excellence and Equity, Learner Success*)

Measure clientele satisfaction with “Client Survey” personally presented to the client upon completion of the project.

Action

- Personally present survey to the client upon completion of project.

Key Performance Indicators

- Expect to have a result of over 90% of the points awarded for each section of our client survey.

Goal #2: (*Univ. #4, FM # 3 – Inclusive Excellence and Equity, Academic Excellence*)

Ensure the project managers manage the primary goals of scope, schedule and budget of each project.

Action

- Ensure summer projects with critical completion dates are done on time with the use of Gantt schedules showing milestone achievements.
- When project is falling behind on milestones corrective action such as overtime, material expedition, and/or crew size expansion.
- Enable Project Managers to efficiently interact with the closeout process through training and input to records management.

Key Performance Indicators

- Vet PM project performance through Gantt milestone tracking and Project Schedule and Budget Report.

Goal #3: (*Univ. #4, FM # 3 – Inclusive Excellence and Equity, Academic Excellence*)

Create and manage a sustainable business model for construction and remodel shop.

Action

- Track PM chargeable hours weekly via the “Average Hours per Week” report and increase hours charged to 27.5hrs/wk. as a minimum. Use Average Hours Per Week report to identify deficiencies and counsel PM as to correction

Goal #4: (*Univ. #4, FM # 3 – Inclusive Excellence and Equity, Academic Excellence*)

Educate our clientele of our process.

Action

- Use our “Facility Project Process” pamphlet to demystify our process and meet with clients regularly.
- Increase director presence in the field for client assurance and director intel.
- Utilize Service Center for “shout out” to WMU community to increase the awareness of the students, faculty, and staff of our operations. For the students we want to share the excitement of their campus improvements and minimize the angst from inconvenience of resource discontinuity.
- Feed “Social Media Initiative” with content for social media to inform students of the campus evolution to better accommodate their academic growth and maturation as young adults.

Goal #6: *(Univ. #3, FM #2 - Discovery and Collaboration, Learner Centered)*
Use private sector and other WMU divisions for training such as IT, AV, Security, Records, Landscape, Life-Safety, Business Operations, and Legal.

Action:

- Schedule Jani in Records to raise efficiency of PMs during close-out.
- Schedule Tower Pinkster for Bluebeam training to raise proficiency of our trainers (Karl R. and Shannon SB). They will then train the remainder of the staff.
- Engage IT to better understand their experience interfacing with our projects.

Engineering Division Goals

Goals

Goal #1: *(Univ. #5, #1 – Learner Centered, Sustainable Stewardship, KPI #4)*

Complete review of MEP standards and aid in the incorporation into the master specification for University personnel and their consultants.

Goal #2: *(Univ. #3 – Discovery and Collaboration, KPI #4)*

Support the Hilltop Village Projects as needed.

Goal #3: *(Univ. #4, FM #3 – Inclusive Excellence and Equity, Academic Excellence, KPI #1, #2)*

Continue the professional development of Engineering Division staff through quarterly lunch and learns.

Goal #4: *(Univ. #5, FM #3 – Learner Centered, Academic Excellence, KPI #3)*

Support Maintenance Services division to convert campus roadway/walkway lighting to LED.

Goal #5: *(Univ. #5, FM #3 – Learner Centered, Academic Excellence, KPI #1, #3)*

Complete utility infrastructure asset plan.

Goal #6: *(Univ. #5, FM #3 – Learner Centered, Academic Excellence, KPI #1, #3)*

Replace the Energy Systems Analyst position.

Goal #7: *(Univ. #5, FM #2 – Sustainable Stewardship)*

Initiate APPA FM evaluation process for the Engineering Division.

Goal #8: *(Univ. #5 - Learner Centered, KPI #3)*

Enhance chiller plant efficiency and improve operations.

Key Performance Indicators

KPI #1:

Engineering Division's cost per square foot of campus served.

KPI #2:

Project management customer satisfaction survey.

KPI #3:

Dashboard energy intensity indices.

KPI #4:

Implementation of Master Spec.

Planning, Space Management and Capital Projects Division Goals

Goal #1: *(Univ. #5, FM #3 Sustainable Stewardship, Academic Excellence)*

Review the Campus Master Plan in the context of and to align with the University's Strategic Plan.

Goal #2: *(Univ. #5 - Sustainable Stewardship, FM #3 Sustainable Stewardship, Academic Excellence)*

Projects adhere to the principles and fundamental concepts of the Campus Master Plan.

Goal #3: *(Univ. #3 - Discovery and Collaboration)*

Promote, be involved in, and advance strategic discussions.

Goal #4: *(Univ. #1 – Learner Success)*

Educate the project participants on planning and design principles, standard practices, and university guidelines.

Goal #5: *(Univ. #1 - Learner Success)*

Create a unique sense of place and campus identity.

Goal #6: *(Univ. #1 - Learner Success)*

Develop engaging and inspiring designs that enhance quality of campus life.

Goal #7: *(Univ. #3 Discovery and Collaboration)*

Facilitate a collaborative design approach with stakeholders.

Goal #8: *(Univ. #1, #5 Learner Success, Sustainable Stewardship)*

Develop leading edge improvements in sustainable design to meet campus climate neutrality in 2065.

Key Performance Indicators

KPI #1:

The division will identify and document at least one item per project that saves the customer money or adds value either initially with the capital investment or long term operationally.

KPI #2:

Project scope, schedule, and budget will be adhered to as agreed to.

KPI #3:

Provide project stakeholders a short survey at the end of each phase to assess the process.

Operations Division Goals

Events and Requests

Goal #1 (*Univ. #5 and FM #1 – Sustainable Stewardship*)
Perform APPA FMEP through self-evaluation audit.

Action Items

- Complete self-evaluation for APPA FMEP and identify areas within FM department units for service improvements.

Key Performance Indicators

- Complete APPA FMEP

Goal #2: (*Univ. #1, #2 and FM #3 Learner Success, Academic Excellence*)
Obtain high ratings for FM event services provided.

Action Items

- Direct customer communication which entails interacting with customers face-to-face or through electronic communication.
- Update practices based on information gathered from the Event Customer Satisfaction survey.

Key Performance Indicators

- Event Customer Satisfaction survey

Goal #3 (*Univ. #1, #2 and FM #2 – Learner Success, Academic Excellence*)
Educate the University community on FM services provided and how vital those services are for successful events.

Action Items

- Website enhancement.
- Updating FM event request form.
- Sharing Customer feedback.

Key Performance Indicators

- Complete website enhancement.
- Complete updating FM event request form.
- Customer Satisfaction survey.

Goal #4 (*Univ. #1, #2 and FM #2 – Learner Success, Academic Excellence*)
Educate University venues in our event request process and their responsibility.

Action Items

- Communicate and build relationships with University customers in an efficient, open and collaborative manner.

Measurement (KPI)

- **KPI** - Number of event request forms.
- **KPI** - Number of non-event request forms.

Goal #5 (Univ. #1, #2 and FM #2 – Learner Success, Academic Excellence)
Develop Audit template.

Action Items

- Determine long-term strategy involving technology to use for better completion and administration of the audit process.
 - Orange QC's
 - TMA

Key Performance Indicators

- Audit results
 - Tour Routes – Admissions
 - Pre-Event walkthroughs
 - Board of Trustees
 - Commencement
 - Medallion Scholars
 - International Festival
 - Heritage Hall
 - Athletics, etc.

Goal #6 (Univ. #4 – Inclusive Excellence and Equity)
Identify an event backup coordinator.

Action Items

- Conduct training.
 - Structure a training format to create experiences that ensure learning is active, engaging and effective.

Key Performance Indicators

- Successfully secure an event backup coordinator

Goal #7 (Univ. #1, #2 and FM #2 #3 – Learner Success, Academic Excellence)
Identify and attend Event Coordinator Conferences.

Action Items

Researching applicable conferences and continued education opportunities:

- Training
- Presentations

Recycling and Sustainability

Goal #1 (*Univ. #5, FM #2 – Sustainable Stewardship, Learner Success*)

Develop and produce recycling video with WMU’s video production department.

Action Items

- Develop script.
- Determine important key topics of contamination to clarify.
- Choose actors and locations for video.

Key Performance Indicators

- KPI – Work with video department on production and completion.
- KPI – Have video available for distribution:
 - Post video on WMU recycling website.
 - Link video on WMU homepage.
 - Show video at first year student’s orientation.

Goal #2 (*Univ. #4 & #5, FM #1 – Inclusive Excellence and Equity, Sustainable Stewardship*)

Foster a more effective relationship with Residence Life (RL).

Action Items

- Collaborate with RL on increasing recycling efforts and reducing waste during student move-out.
- Strive to include WMU surplus sales and community donation companies to take student donations during move-out.
- Continue to improve recycling efforts of cardboard and Styrofoam during student move-in.

Key Performance Indicators

- Track recycling volume during student move-out and student move-in.
- Track landfill volume during student move-out and student move-in.
- Increase cooperation with RL upper management and ultimately residence halls.

Goal #3 (*Univ. #4 & #5, FM #1 – Inclusive Excellence and Equity, Sustainable Stewardship*)

Complete building walkthroughs for correct cluster organization and optimum placement of pods in coordination with custodial services.

Action Items

- Walk entire building common areas and docks evaluating the location and number for recycling clusters.
- Remove or add clusters based on proven research.

Key Performance Indicators

- Reduction of custodian’s time and bag usage per cluster or individual recycle/trash container removed
- Provide dollar amount of estimated cost savings per building

Goal # 4 (*Univ. #5, FM #1 – Sustainable Stewardship*)

Work with procurement to develop requirements for an RFP document for the next contractor to take over the recycling services at WMU. BestWay's contract will end March 2020.

Action Items

- Work with procurement on desired recycling services.

Key Performance Indicators

- Developed new RFP by December, 2019 to send out for bid.
- Secure a successful contract for the recycling services at WMU to begin March 2020.

Goal # 5 (*Univ. #4, #5, FM #1 – Inclusive Excellence and Equity, Sustainable Stewardship*)

Complete building dock space organization in efforts to improve recycling management. Work in coordination with building coordinators and custodial supervisors.

Action Items

- Assist with clutter removal options and standardize dock space in an organized and logical order.
- Standardized signage, color-coordinated floor tape and pick-up procedures uniform across campus.

Key Performance Indicators

- Completion of the buildings on campus.
- Improvement of recycling in individual buildings and less clutter on docks.

Goal # 6 (*Univ. #1 – Learner Success*)

Continue being a reference to students throughout the school year with various individual or group projects that surround waste minimization, food waste reduction and recycling.

Action Items

- Be available for students as they develop school projects around recycling.

Key Performance Indicators

- Students will have guidance from the recycling and sustainability group.

Custodial Services Unit

Goal #1 (*Univ. #1, FM #1 - Learner Success*)

Build a systematic process in which performance indicators and comparative information can be utilized to identify areas for improvement by collecting and monitoring measures on critical custodial processes and services through the implementation of the following functions of TMA:

1. WO system Equipment Repair
2. WO System - Projects
3. Preventative Maintenance Equipment
4. Space Audit Cleanliness
5. Work loading / Route Planning

Key Performance Indicators

- Annual Building Coordinator Survey
- Tracking of supervisor Quality Control completion in the following areas:
 - 1) Cleanliness audits
 - 2) Inventory management/audits
 - 3) Employee skill checks
 - 4) Coordinator interaction

Goal #2 (*Univ. #1, FM #1 - Learner Success*)

Develop training programs that focus on promoting employee and professional development and technical skills enhancement for all staff.

Key Performance Indicators

- Annual employee engagement survey to gauge employee's engagement with the department, university and areas for improvement.

Goal #3 (*Univ. #4, FM #2 - Inclusive Excellence and Equity, Learner Success*)

Continue to promote internal communication and collaboration by implementing quarterly staff "Town Hall" Meetings/Trainings.

Key Performance Indicators

- Monitoring of compliments/complaints received for services rendered.

Landscape Services Unit

Goal #1 (*Univ. #1, #2, #3, #4, and FM #1, #2, #3 – Learner Success, Academic Excellence, Inclusive Excellence and Equity*)

Grow the education and training program for staff and management.

Action

- **Cultivate Leaders:** The Landscape Services Unit will broaden the unit's leader's knowledge base and their professional network while helping them to understand the role and influence of higher education and research on issues affecting their lives and communities.
- **Shared Purpose:** Develop an organizational chart with a shared vision of relationships.
- **Landscape University:** Classes instituted by Landscape Services to help employees understand their role in the Bronco effort to "Cultivate Greatness" in its students, athletes, faculty, employees, and friends by constantly maintain a well-groom and beautiful campus.

Key Performance Indicators

- KPI – Progress Chart

Goal #2 (*Univ. #1, #2, #4, #5 and FM #1, #2, #3 - Learner Success, Academic Excellence, Inclusive Excellence and Equity*)

Develop Conservation Landscape systems that promotes the maintenance of permanent soil cover, minimum soil disturbance and diversification of plant species.

Action

- **Smart Irrigation:** Save water in the landscape where most water waste occurs. Using proven irrigation science and leading technology, our actions help maximize campus landscape beauty while conserving water.
- **Tree Campus USA:** Effectively manage campus trees, develop connectivity with the community beyond campus, engage the students.
- **Make Memories:** Plan with the five basic human senses in mind, hearing, sight, smell, taste and touch. One or more of these senses can add to the memorability of the campus.

Key Performance Indicators

- KPI – Water usage report
- KPI – Tree inventory
- KPI – Feedback

Goal #3 (*Univ. #5 and FM #1, #2, #3 – Sustainable Stewardship, Learner Success, Academic Excellence*)

Develop sustainable stewardship.

Action

- **Good Specifications:** Support Project Managers deliver a construction project. Make WMU Landscape Services requirements clear which can only make for a more efficient and effective process. Reduce change orders.

- Responsibility Center Management: Determine the reasonableness of administrative and service unit cost. Utilize the current TMA software to compare unit costs to other universities and to share unit costs across campus.

Key Performance Indicators

- KPI – Change orders per project
- KPI – Cost per Acre, Cost per square foot
- KPI – Budget reporting projections vs. actuals monthly

Maintenance Services Unit

Goal #1 (*Univ. #5, FM #2 – Sustainable Stewardship, Learner Success*)

Financial responsibility and budget transparency.

Action

- Monthly budget expenses discussion with staff
- Perform data analytics on reoccurring challenges by building and task code and find solutions
- Review contract expenses and identify opportunities to reduce cost – 2 contracts/year

Key Performance Indicators

- Productivity hours per shop and trade
- Cost per square foot
- Budget reporting projections vs. actuals monthly

Goal #2 (*Univ. #2, #3, FM #3 – Academic Excellence, Inclusive Excellence and Equity*)

Fostering critical thinking and lifelong learning.

Action

- Have two sessions with team regarding developing critical thinking mindset – utilizing WMU faculty or experts such as next generation students' requirements
- Promote attendance for MiAPPA toolkit training
- Support staff to continue with higher education – classes, courses, seminars, conferences
- Continue with Color Code - next level – understanding the “why” we do what we do
- Re-define common trade meetings for long term readiness of skilled trades for changing campus needs and technology

Key Performance Indicators

- KPI - 😊 😞

Goal #3 (*Univ. #1 and #4, FM #1 - Learner Success, Inclusive Excellence and Equity, Sustainable Stewardship,*)

Provide an environment for student success - for learning and living.

Action

- Resource sharing between shops for workload balancing
- Cross train supervisors to enhance understanding of campus needs – general fund, student affairs, auxiliary and athletics
- Explore redefining trades and shops assignment and responsibility
- Engage in capital planning and construction of new facilities – design review, recommending for asset renewal

Key Performance Indicators

- Work order completion time

Facilities Management Service Center

Goal # 1 (*Univ. #1 & #2, FM #3 – Learner Success, Academic Excellence*)

Provide a service environment for student success.

Action

- Complete self-evaluation for APPA FMEP and identify areas for improvement for customer service
- Assume responsibility for building coordinators webpage including updating list and enhance information available to assist them with daily functions such as onboarding document for new building coordinators and an online A-Z guide book
- Revamp facilities management service center website and location for ease of access and speed of support
- Development access portals for students to seek information and assistance
- Explore opportunities with Admissions, MarCom and Res Life to include FMSC in Orientation Program regarding services we provide, campus asset (infrastructure) redevelopment

Key Performance Indicators

- KPI for FM webpage sites visited and frequency and why
- KPI FMSC communication portals - phone, online and social media for understanding preferred communication methods so improvements can be made

Goal # 2 (*Univ. #1, #2 & #5, FM #3 – Learner Success, Academic Excellence, Sustainable Stewardship*)

Fostering communication among facilities management units to promote excellence in service.

Action

- Complete self-evaluation for APPA FMEP and identify areas for improvement among units within Facilities Management
- Combine social media portals for Facilities Management and develop a social media single source of information sharing
- Attend individual units weekly – bi weekly – monthly staff meetings to cross pollinate information and knowledge including lock shop, logistical services

Key Performance Indicators

- Develop KPIs for lock shop work orders and logistical services for classroom work orders

Goal #3 (*Univ. #2 & #5, FM #1 – Academic Excellence, Sustainable Stewardship*)

Streamlining processes and procedures to advance economic sustainability and promote better service.

Action

- Assume responsibility for campus services answering service (387-8543).
- Centralize overtime posting for maintenance and construction services.
- Implement CMMS – TMA for custodial and landscape services.

- Consolidate the on call book for each department and the emergency response binders and create a unified method of information sharing internally and externally
- Centralize group email contact information for staff

Key Performance Indicators

- Develop KPI for Landscape and Custodial for work orders – such as completion timeframe
- Develop KPI for Project Request and response time for project managers to make contact with customers

Power Plant Unit

Goal #1 (*Univ. #5, FM #1 Sustainable Stewardship*)

Cost of Operation: Develop and incorporate operational strategies designed to lower cost of operation and be a low cost provider of steam and electric energy in as safe and sustainable a manner as possible. Various key performance indicators as follows:

Action

- Overall operation costs – continually review, compare, document and justify.
- Compare energy costs with that of Consumers.
- Continue participation with Consumers in their demand response program for central plant and ERC – document savings to the University.
- Gas purchasing through State of Michigan is as optimal as possible – strive to improve on current \$4 burner tip price and maintenance of adequate storage levels.

Key Performance Indicators

- Electrical demand costs – minimize this utility expense now over \$1 million annually through incorporating operation of new peaking engine generators scheduled to on-line fall 2019 into operation as optimally as possible.
- Strive to improve on per-cent “free steam” generation benchmark of 60% - a cost and sustainability measure.
- Strive to improve on CO2 emissions benchmark of 25,000 tons/year through increase of “free steam” generation.
- Over-riding goal of zero downtime of electrical and steam service to end users – document lost hours.
- Negotiate new long term service agreement with Siemens that expires Feb. 2020.
- Establish new Electrical Interconnect Agreement with Consumers.

Goal #2 (*Univ. #1, FM #2 –Learner Success*)

SAFETY: Continue focus and emphasis on employee safety

Action

- Maintain continuing record of 14 consecutive years of zero lost time due to workplace injury.

Key Performance Indicators

- Metric would be amount of lost time hours.

Goal #3 (*Univ. #1, #2, FM #2 – Academic Excellence, Learner Success*)

TRAINING: Continue focus and emphasis on advancing and improving apprenticeship and advance level training programs, opportunities and experiences for power plant employees.

Key Performance Indicators

- Metrics would be overall average percentage advancement of apprentices and work orders written.

- Other measures of program effectiveness would be employee retention and recruitment along with documentable outside contractor cost savings.

Goal #4 (*Univ. #5, FM #1 – Sustainable Stewardship*)

ADMINISTRATIVE: Timely and accurate submittal of all required emission and operational reports to outside agencies such as EGLE and EIA as well as internal reports to FM and campus.

Action

- All reports submitted accurately and on time.
- Increase items submitted to FM social media.
- Enhance content of power plant web page.

Key Performance Indicators

- Track number of “hits” to web page.
- Confirmation required reports accurately/timely submitted.

Transportation Services Unit

Goal #1 (*University Goal #5 and Facilities Management Goal #2*)

Complete routine vehicle services at their correct intervals; the intervals are designed for the vehicle's specific use and workload.

Action

- Review maintenance procedures and intervals with mechanics as new vehicles are acquired.
- Monitor vehicle use and adjust service interval as needed
- Move to full synthetic fluids for increased efficiency, reliability and longevity.

Key Performance Indicators

- KPI – Monthly open preventative maintenance report
- KPI – TMA work orders and histories

Goal #2 (*University Goal #5 Business and Finance #3 and Facilities Management Goal #2*)

Financial Responsibility and operation costs.

Action

- Budget reviews on a monthly basis.
- Monitor flow-through accounts for accuracy.
- Review inventory and inventory costs.

Key Performance Indicators

- KPI – Monthly GLOW report review

Goal #3 (*Univ. #5, FM #3*)

Strive to lower university vehicle greenhouse gas emissions.

Action

- Monitor and evaluate Environmental Protection Agency (EPA) requirements.
- Explore new technologies that will increase alternative fuel vehicle usage on campus.
- Seek out new alternative types of vehicles for transportation.

Key Performance Indicators

- KPI – Annual EPA Standard Compliance report.
- KPI - ☺☹

Goal #4 (*Univ. #5 and FM #2*)

Review ongoing recycling efforts and promote increased recycling when possible.

Action Items

- Implement use of iPads, thereby reducing paper usage and increasing work efficiency.
- Work with both Landscape and Transportation mechanics on ways to increase recycling.

Key Performance Indicators

- KPI – Track recycling through invoices and data logs.