The Plant Exchange Gets a Makeover … Goes Green!

Mary Diskin
Plant Operations

Did you notice anything new about the Plant Exchange? It got a makeover! Many changes occurred over the last several months affecting the Plant Exchange. The merger of two units caused some redistribution of the workload; we upgraded the publishing software from Adobe PageMaker to InDesign, and we changed the printing company from an outside vendor to Printing Services. In addition to these changes, the push to reduce, reuse, and recycle for the protection of our environment played key factors in our decision-making. With all these changes, we believe it was the appropriate time to give Plant Exchange an updated look as well!

Beginning with this issue, we have changed and updated the layout, printed the issue on 30% post consumer recycled paper, used soy-based ink products, and reduced the number of printed copies by more than 50%. We understand that using non-glossy, recycled paper may compromise the integrity of the text and picture quality; however, we were willing to make that sacrifice in an effort to protect the environment.

Tracey Artley and the Waste Management Services staff compiled the resource savings; for this issue alone, we will save 0.607 trees, 250 gallons of water, and 20.9 pounds of air pollution! Over the course of the year, these changes will amount to 3.6 trees, 1500 gallons of water, and 125.4 pounds of air pollution!

To save on the printed costs, the Plant Exchange also is posted on the Plant Operations website at http://www.plant bf.umich.edu/PlantExchange/

We are very excited about the new and improved Plant Exchange. We hope you like the changes as well.

If you have any comments or suggestions, please feel free to contact me at mkdiskin@umich.edu.

Success When You “Choose to Reduce!”

Christie Lange
Waste Management Services

In May during the 25th Annual Conference and Recycling Business Expo in Novi, Michigan, the Michigan Recycling Coalition recognized the University of Michigan as the 2007 Recycler of the Year for Outstanding Waste Reduction and Reuse. This award recognizes the success of our Student Move-Out Donation and Office Supply Reuse programs.

Since it began in 1993, the Student Move-Out Donation Program has donated over 136 tons of clothes, shoes, bedding, household items, food, and toiletries to area non-profit organizations. For the Office Supply Reuse Program, Waste Management Services coordinates the collection of gently used office supplies from units around campus. Since 2000, we have collected almost 21 tons of gently-used items through our office supply reuse program. So pat yourselves on the back!

As a reminder, ALL units are strongly encouraged to visit our shop on 1655 Dean Road to pick up anything from campus envelopes and staplers to paper trays and binders for FREE! Without your commitment to reuse, we would not be able to continue these programs. If you have any questions about how to obtain office supplies, call (734) 763-5539 or email recycle@umich.edu.
Plant Operations is completing another year of service to our university community and in this issue of the Plant Exchange, I will review a few highlights of our financial status and some operational challenges going forward.

First, the financial status. Plant Operations has completed the year with a $355,000 general fund (GF) surplus. This is a big turnaround from last year. The $355,000 represents less then 1% of the overall maintenance general fund (MGF) of more than $53 million. The MGF covers about half of the effort of Facilities Maintenance and Plant Building & Grounds Services. The budget system the University uses allows us to keep this balance going into next year.

The utility general fund also finished the year with a surplus of more than $3.5 million on a budget of more than 86 million dollars. The surplus in this budget, however, is largely returned to the Provost for reallocation back to the schools and colleges. The business enterprises that we operate have continued to display overall financial strength. The business enterprises cover the customer pay work we do, as well as, the general fund. Both the maintenance and utility enterprises we operate have shown continued good performance overall. Some specific areas in both the GF and Enterprises require close watching; however, overall finances are good.

The budget for next year, FY 08, has largely been settled. Plant has provided sufficient budget reductions/savings to cover our salary program. Except for some new space funding, our GF budget will remain flat. The overall condition of the State of Michigan has the potential to upset the cart as it almost did this year. We will have to keep this in mind as we go into FY08.

Let’s set finances aside for a second and discuss some noteworthy events that occurred this past year.

- We have completed our strategic business plan Vision 2012 and have begun to roll it out to all our stakeholders for feedback. This plan was built from the bottom up and builds on the previous Vision 2005 plan.

- We have had three significant reorganizations of departments this year. The biggest by far has been combining Building Services and Grounds and Waste Management. Plant Building & Grounds Services (PBGS) is now Plant’s largest department and is under the direction of John Lawter. We hope to create a seamless delivery of services at lower overhead cost with this move. We also created a new department called Materials Procurement Services under Lynette Wright. This department combines our storeroom, receiving efforts, moving and trucking services into one department. Again, we are seeking increased service delivery through these mutually supporting efforts. Finally, we have rearranged, at the suggestion of the shops, the electrical shops in both Facilities Maintenance and Utilities and Plant Engineering. Although this move is not expected to reduce cost, it is expected to improve work efficiencies and service delivery.

- Plant has two contracts with the University Hospitals that expired on June 30. We are currently in discussions with hospital management on renewing these contracts. In both cases, we are working to reduce costs while maintaining a high level of service. As of this writing, it looks as though we will sign a 5-year maintenance contract with some phase-in provisions as needed to reduce costs. The construction agreement has been a bit more complex to renew. The hospital staff would like to introduce more use of outside contractors to improve competition and, thereby, reduce cost of construction. We may in the final analysis not renew the contract but instead work with the hospital in the same way we do with all other customers, that is to provide services upon request. We should have more information by the time this article reaches you. Plant Building Services has been recognized as the first custodial organization in the country to receive certification by the International Sanitary Supply Association, better known as the ISSA. We believe in time this will be a fundamental requirement of all service organizations. Well done Building Services!

(continued on page 11)
Cardiovascular Center Landscape Installed by Grounds

Kenn Rapp
Plant Buildings & Grounds Services

The Landscape Architecture office and Plant Building & Grounds Services (PBGS) provided the project management and installation of the new UM Cardiovascular Center (CVC) landscape. The CVC project represents the largest landscape installation done by PBGS to date. The installation included a total of 118 trees, 1,784 shrubs, 1,860 perennials, and approximately 6,000 square yards of sod. An automatic irrigation system also was installed that ties into the PBGS “Maxicom” central control system.

The project began for us in the summer of 2006 with a proposal to the CVC administration to manage and install the landscape portion of the project. The proposal was prepared by the landscape architecture office. It included material takeoffs, estimated costs, and construction schedules. Installation started in April 2007 and the June 7 building dedication marked the completion date. The horticulture, forestry, turf, and irrigation crews all demonstrated their expertise and commitment to quality during the installation process.

The landscaping is more than the icing on the cake...it sets the tone of the experience one encounters as they walk toward and then cross the threshold of the Cardiovascular Center. The care one takes of the gardens gives one a sense of the care that they will receive when they enter...paying attention to detail and providing a healing environment that all comes together in support of the patient.

Linda Larin
Chief Administrative Officer of CVC

All of those who worked on this project can look to these words as a reminder of the larger purpose of our daily work.
The C.A.R.E. program recognizes employees for going above and beyond in their work performance. Other times, nominations are submitted for a good deed. Let’s give these Plant employees a hand for lending a hand!

**Bill Jara:** “You found my cell phone and wallet with $75 in a hospital restroom. You phoned me and turned my items in to security, where I later retrieved them. You refused any reward for your good deed. Your honesty and kindness is really appreciated!”

**Robert Taylor and Hon Kwok:** “Helped me by fixing a flat tire on my car. They came back later with a can of air sealant to get me going. This was much appreciated.”

**Steve Smith:** “You were understanding and quick to help when my prosthetic tooth fell down the drain on 4 East. What you said and did showed me that you like helping people. For your kindness and for saving my costly tooth, I would like to say thank you.”

**Kenn Rapp:** “Working with student volunteers and OSEH representative, Tony Shourds, and Kenn helped in the removal of invasive shrub plants that are damaging to the environment of the University. Kenn voluntarily did this work on a Sunday morning.”

**John Hirsch:** Volunteered to come into work on his day off to assist in the fire extinguisher training program for yellow jacket volunteers who work at the Football Stadium during home football games per the letter from Ian Steinman, Assoc. Director/UM Fire Marshall.

Better Late Than Never!

**Alan Stevens:** In 1999 Alan was nominated by Rich Robben and Jim Vibbart for the UMatter Award. The UMatter selection committee chose to honor Alan as an employee who demonstrated initiative, creativity, and outstanding customer service by awarding him the UMatter Award. The CARE team is pleased to award him a long overdue Silver Arrow award for his efforts in 1999. Thank you, Alan!

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**Safety First! Idea winners, Jack Haynes and William (Scott) Smith**

Jack & Scott, winners of the ideas 20/20 Award, show off the pulley that was installed in the welding shop as a result of their good idea!
Phil Drazewski, a student employee of the University of Michigan Transportation Research Institute (UMTRI), is busy this summer improving conditions for heavy truck drivers. By taking measurements of seatbelt adjustments and ingress/egress handles, he hopes to improve both future driver safety and comfort. To obtain truck data, Drazewski contacted many university branches, including Construction Services.

A week later, Paul Guttman, Associate Director of Construction Services, delivered a GMC C4500 to Drazewski at UMTRI. Drazewski first used an instrument to create a 3D model of the vehicle in space, and then took pictures of the truck so that surfaces could be added to the 3D wire frame model. In all, the process took three days to complete. Drazewski continues to be grateful for the assistance of Construction Services.

The University of Michigan Trades Awards 2007 Scholarships!

Each year the University of Michigan Trades awards $500 scholarships to members’ dependents. This year they awarded nine scholarships on June 21, 2007, to the following winning applicants:

**Scholarship Recipient**
- Max Vincent
- Matthew Malone
- Mary Perschel
- Christina Burman
- Rachel Wegner
- Michael Crawford Jr.
- Kathy Everett
- Jessica Curts
- Shannon Salk

**Member**
- Matthew Vincent
- Charles Malone
- Fredric Perschel
- Joseph Burman
- Bill Berry
- Michael Crawford
- Paul Everett
- Brett Curts
- Randall Salk

Congratulations to each of this year’s scholarship recipients and thank you to all of our members and donators to the scholarship fund!
What’s in your e-mail?
Bruce Donald
Plant Building & Grounds Services

Dear PODC: I recently received a racially charged e-mail from a co-worker. The message referenced pride in being white and the language within was unnecessarily negative and it blatantly ignited negative stereotypes of various other races. The language of the e-mail was personally hurtful to me. I now view this co-worker from a very different perspective. I was also surprised to hear that other staff members received the same e-mail days before, and did not stand up against it. How should I handle this? I understand being proud of your heritage is important for personal growth, however, we should be proud of who we are and where we come from without hurting or disrespecting others. How do we stop the “us” against “them” mentality when discussing race. How do we stop racism?

Hurt and Dismayed

Dear Hurt & Dismayed: It is very disappointing that this still occurs in our society and that we have so much more work ahead of us to stop this behavior. Did you speak with your co-worker and tell them that this message hurt your feelings? Communication is the key to better relationships. Are you certain that the co-worker sent this e-mail? There have been instances within the university where hackers have used employee e-mail addresses to send out hate mail, and the unsuspecting employee is unaware that the e-mails were sent from their address. Sometimes the employee will receive notices in their inbox that emails were undeliverable, yet they know they did not send them.

If your co-worker truly sent this e-mail to you, speak with them first to discuss the issue and try to work this out. Racism will never stop until each of us does our part to stop it. Sometimes the hardest thing to do is speak up. Yet by not speaking up, our silence is perceived to be acceptance. We must always respect others. In addition, we need to speak up (even if our voices quiver). One way to do this is to ask people to stop sending and/or telling us racially charged jokes. Racism must end with each one of us.

Watch for information regarding our next Brown Bag in September. Do you have questions for the PODC? Would you like to join the Plant Plant Operations Diversity Community? Do you have a particular Brown Bag lunch you would like us to do? Contact us at: po-diversitycommittee@umich.edu.

Easier Access to LearnerWeb
Connie Agius, Plant Administration
Steve Brabbs, Plant Academy

LearnerWeb is Plant Operations on-line learning management tool and until recently, it could only be accessed if you knew the URL or created a bookmark for it on your web browser. Now, it is more conveniently available from the Plant Operations web page under the Tools button.

To access LearnerWeb, all you have to do is go to the Plant Ops website, hit the Tools button, and select LearnerWeb. It’s that simple!

If you would like more information or quick tips about using LearnerWeb, contact Connie Agius or Steve Brabbs.

Interested in
Free Computer Classes?
Watch for more information
in upcoming Plant Exchange issues!
Congratulations Retirees!

Von Hardesty
Work Control - Retirement Committee

Plant Operations had the privilege on June 4 to honor five retirees at the Kipke Conference Center. The Celebration honored: Bill Singer from the High Voltage Shop with 40 years of service; Ron Hansen from the Roofing Shop with 31 years of service; John McCallum also from the Roofing Shop with 24 years of service; Ken Malcolm from the Air Conditioning Shop with 22 years of service; and John Ehrmin from Mechanical Engineering with 5 years of service making a combined total of 122 years of service.

The five retirees were honored by Rich Robben, Executive Director of Plant Operations, who gave a welcoming speech to the roomful of well-wishers. Following the welcome, each retiree was honored with a few words by his department head.

Throughout the celebration, the guests enjoyed refreshments and had the opportunity to chat with and congratulate their retiring co-workers. At the end of the celebration, the retirees had not only their many memories to take home, but they also received a memory book signed by co-workers, a cake, and a beautiful hanging plant.

Happy Retirement!
Wheelchair Lifts
Dennis Krieg
Facilities Maintenance

Many facilities on campus have wheelchair lifts such as the one in this photograph. These lifts are designed and installed for the sole purpose of transporting physically challenged people from one floor level to another where an elevator does not travel.

A wheelchair lift is designed to carry only one person and a wheelchair, and typically has a maximum lifting capacity of about 500 pounds. Pallets of materials or 55-gallon drums of liquid usually weigh more than 500 pounds, not including the person on board the lift.

When a wheelchair lift is overloaded, the operating mechanism is damaged and requires repair. Procuring parts may take days or even weeks. Inoperative lifts dramatically affect the mobility of physically challenged people in a very negative way.

Please respect the equipment and its intended use. DO NOT use these lifts for material movement under any circumstances.

A Field Staff Perspective on Customer Satisfaction
Lamberto Gallarin
Zone Maintenance

Different issues are being stressed about the different ways of measuring quality of service. Customer satisfaction has proved to be the most important one. One should be aware of what the customers really want and what their values are. The customer’s expectations and actual experiences should be in balance with each other. If the customer has too high expectations, because a company promises too much in its external marketing, the customer may feel that the services are of bad quality, even though they may be objectively good. It is not only the technical and functional dimensions of quality that affect the customer’s experience - it is also the difference between the customer’s expectations and their experiences.

If a customer satisfaction measurement indicates the majority of customers are satisfied, it would mean that the company has fulfilled the expectations of its customers. However, it seems that “merely satisfied” customers easily change to the competitors’ services whereas the “totally satisfied” customers are extremely loyal. A company should improve its actions so that merely satisfied customers would become totally satisfied customers.

It is useful for a company to keep faithful customers satisfied because it is always difficult to get new customers. Additionally, the way a company reacts to a customer complaint affects customer satisfaction. A company should encourage customers for reclamations, because reclamation gives “free” information about how the quality of services should be developed. If the customers don’t get any answers to their reclamations, faithful customers will be lost. An immediate and appropriate reaction to the reclamation strengthens the loyalty of the customers. Service providers should consider reclamation as a valuable source of information for future service improvements.

More Facilities Maintenance News on page 11!
The U of M Celebrates 10-Year Anniversary as Energy Star Partner  
Stephen Kunselman  
Utilities & Plant Engineering

This summer the University of Michigan will celebrate their 10-year anniversary as a partner with the U.S. Environmental Protection Agency’s (USEPA) Energy Star Buildings Program. On June 19, 1997, the University of Michigan signed the Memorandum of Understanding with the USEPA agreeing to “…implement the energy efficient facility upgrades and practices to prevent the creation of air pollution, solid waste, and other environmental impacts of energy production, distribution, and consumption.”

The Energy Management Section has led the effort of this partnership by implementing the “five stage implementation strategy” consisting of re-commissioning, lighting upgrades, supplemental load reductions, fan systems upgrades, and heating and cooling system upgrades. With more than 216 energy efficiency projects implemented since 1997, the annual energy cost savings from reduced energy consumption is well over $4,600,000 per year. This amount is equivalent to 6.5% of the energy expenditures for all general fund buildings in FY07 - now that’s worth celebrating!

New Faces in the Central Power Plant  
George Gooch  
Utilities & Plant Engineering

The Power Plant recently hired several new technical craft people to support the station.

The mechanical maintenance crew hired Leonard (Lenny) Steinhauser as the new millwright. Lenny worked for Detroit Air Compressor for 22 years as a field service representative and acquired a vast knowledge of rotating mechanical equipment including compressors, pumps, motors, fans, bearings, alignment techniques, and electrical wiring.

The Instrumentation department hired two new employees. The first person is Raymond (Jeff) Bilek who comes to the university from Parkdale Pharmaceuticals. He was an instrumentation–repair–calibration technician. Jeff has a degree in electronics from Henry Ford College and is ISA Level 2 certified. The second person hired is Ronald Campbell. Ron was hired as a result of a new effort by the university’s utilities department to support the metering in the distribution system. Ron is a calibration and testing technician who comes to us from Utilities Instrumentation Services. He has more than 20 years experience and is EPRI Instrumentation Level 1 certified.

The CPP is proud to have these highly talented individuals join our team. We hope you join us in welcoming them to the university.

The Mystery Employees  
Pamela Smith  
Work Control

You have heard them. You may know them by the sound of their voices, and maybe even their first names. Nonetheless...do you really know who they are? They work all shifts, and run a 24/7 operation. They handle your emergencies and the regular day-to-day events. These employees affect more about the way Plant Operations does work than you may know. You could walk by them on campus and not even know who they are, even if you have talked to them 100 times!

Who are they? Where do they come from? Where do they work? Still can’t figure it out? Stay tuned to the next issue of the Plant Exchange for more information about mystery employees!
What About Vista?
Curt Gomulinski
Plant Administration-Network Services

Microsoft Vista was released to the public at the end of January 2007. Vista brings an entire new look and feel such as improved searching and security to name but a few. A number of people within Plant Operations have asked Network Services about plans for deploying Vista to the computers within Plant Operations. The deployment of Vista is contingent on a number of factors including:

- **Hardware Upgrades**: As of May 2007, more than 200 computers (over 40%) in Plant Operations were not capable of running Vista adequately. Network Services is working with each department to replace aging computer equipment so Vista can be deployed.

- **Software Compatibility**: Prior to upgrading to Vista, Network Services must ensure all of the applications in use within Plant Operations will work with Vista. Certain versions of software such as AutoCad and McAfee VirusScan, among others, do not work with Vista.

- **Testing**: Network Services will be performing extensive testing of Vista before deploying it to everyone in Plant Operations. Several people within Network Services already are testing Vista and the plan is to have a number of users in Plant Operations testing before the year is out. This allows us to customize the user experience and work out any bugs before everyone is using it.

- **Coordination with BF-IT**: Network Services works closely with Business and Finance IT for all of Plant Operations’ computing needs. BF-IT provides the configuration process used to standardize and prepare computers within Plant Operations. A new process is under development to deploy Vista to the computers in Plant Operations. We are working to tailor it to our needs to provide a positive upgrade experience for everyone.

- **Training**: Vista is quite different from previous versions of Windows. In addition, Office 2007 which is very different than Office 2003 will be deployed with Vista. Network Services will be working to ensure everyone receives the necessary training before Vista is rolled out to Plant.

To meet the above requirements, Network Services estimates that Vista will not be rolled out to all of Plant Operations until the last quarter of the 2008 calendar year. What can you do in the meantime to gain experience with Vista? The University has a special agreement with Microsoft where all permanent full-time University employees can purchase Microsoft software at a steep discount. Check out the University Showcase in the basement of the Union or online at http://showcase.itcs.umich.edu/.

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Facilities & Operations Staff Softball Tournament
Greg Lambert
Facilities & Operations

**When:**
Thursday, August 9, 2007
Thursday, August 16, 2007

**Time:**
3:30 p.m. - 9:30 p.m.

**Location:**
Elbel Field
The Intersection of Hoover & Division
Ann Arbor, MI 48109
(Two Diamonds)

**Contact:**
Greg Lambert
647-4796
glamb@umich.edu
Executive Director’s Message

The Central Power Plant received recognition by the Combined Cycle Journal for an Operational & Maintenance Best Practice Award. Specifically, the practice of using Reliability Centered Analysis in the CPP is the reason for the recognition.

University of Michigan Waste Management Services has been chosen as the Michigan Recycling Coalition’s 2007 Recycler of the Year in the Outstanding Reduction and Reuse Program category.

The Business and Finance Employee survey results indicated that all plant departments met or exceeded the B&F objective to raise employee satisfaction by 5%.

Numerous other accomplishments will be posted on our web site. Well done to all those who have worked so hard this past year to keep Plant Operations at the top of its game.

We can’t sit on our laurels. There are challenges that will require our focused efforts in the coming year. Some of the more immediate ones include:

- **Customer satisfaction:** We recently completed a detailed benchmarking effort with our peer institutions, and while we rank either at the top or among the leaders in most categories, one area stood out for improvement, customer satisfaction. We can win all the awards there are, but if our customers are not delighted with our services, then we need to redouble our efforts to make this happen. Our strategic planning effort identified this as a major area for action and we will focus our efforts in this area.

- **High value in our services:** The best way to delight customers is to provide high value services. We talk about being a provider-of-choice in our goals and objectives. The best way to that result is to focus on the value and quality of what we provide.

- **Cost control with improved or expanded services:** We are doubly challenged to provide value and quality at reduced cost. This is accomplished by seeking better and more improved methods for delivery of our facilities management duties. We all are tasked to improve without adding cost, or better yet, improve while reducing cost. Again, this is a focus of our new Strategic Plan Vision 2012.

We work in a challenging environment of shrinking resources and high customer expectations. Nonetheless, we have a mission, and we have a dedicated and talented workforce with the proper tools to be up to the challenges ahead.

Thanks to all of the Plant Operations team for another excellent year of service to the University of Michigan and all of its community.

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Shop M3700 In the Spotlight

Valerie Amo
Facilities Maintenance

We are pleased to announce that the Temperature Control Systems Shop has received an Honorable Mention for the Workplace 2007 Exemplary Team Award.

Lowell Hanson presented certificates and expressed his congratulations to the members of shop M3700: Mark Dresch, Thomas Esper, Randy Fox, Jason Hackbarth, Calvin Hornbeck, Daniel Klein, Sean Klein, Earl Milton, Daniel Perez, Robert Sadonis, Todd Salow, Scott Studer and Jeffrey Treadway.

The Honorable Mention came from the initiative to develop a team to deal exclusively with hot and cold service requests with the goals of providing more effective and timely responses to customer needs. This new shop was officially launched in December 2005 as Temperature Control Systems. The establishment of the Temperature Control Systems group has also freed up the other AC shops to concentrate on other important behind-the-scenes systems such as pumps and chillers.

Each year, the university’s Office of Human Resources takes nominations of staff members who have provided distinguished service, displayed exemplary teamwork, or demonstrated outstanding leadership. The criteria for the Workplace Exemplary Team Award are innovation in using team member skills, creativity across administrative barriers, novel resolution of persistent problems, and the promise of ongoing productivity.

Standing left to right: Randy Fox, Dan Perez, Scott Struder & Todd Salow
Sitting left to right: Jeff Treadway, Earl Milton
Do you know what this chart represents?

Find out in the next issue of the Plant Exchange!

Do you have questions, comments, or suggestions for the Plant Exchange newsletter? Send them to Mary Diskin via:

- e-mail: mkdiskin@umich.edu
- US mail: 326 E. Hoover
  Physical Properties Building, Room 140
  Ann Arbor, MI 48109-1002

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