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The Plant Exchange is produced by members of the Plant Operations Division at the University of Michigan. Its purpose is to inform Plant Operations staff and the university community of activities, accomplishments, and information about our organization and the work we perform.

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*Includes discrimination based on gender identity and gender expression.

new hires
PLANT OPERATIONS
March 2014 - July 2014

Plant Administration
Alaeddin Hussein
Diane Johnson
Mitul Suthar
Construction Services
Carey Bandrofchak
Joshua Christenson
David Ruhl
Nicholas Scott
Facilities Maintenance
Jeffrey Heaney
Karl Hieber
Philip Morin
Paul Pomo
Duwayne Stull
Bruce Swikoski

Plant Building & Grounds Services
Glenn Kelly
Robert Monty Jr.
Jerome Pankey
Plant Material and Moving Services
Joseph Downer
Derek Ginyard
Kenneth Harding Sr.
Planet Blue
David Wentworth
Utilities & Plant Engineering
Gregory Barc
Work Management
Aerial Freeman
Michael Howard
Patricia Milkovich

retirements
March 2014 - July 2014

Dennis Boone
Rockey Bennett
Anocha Cornell
Gregory Danbert
Marge Eadie
Linda Hawkes
Terry Johnson
Sandra Metler
Ken Pope
Alfred Smith
Charles Stahl
William Ulrich
Mark Wawrzaszek

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From the Desk of
Executive Director
Rich Robben

Congratulations Plant Operations! The Association of Higher Education Facility Officers (APPA) has for the second time in eight years bestowed upon Plant Operations, the Award for Excellence in Facilities Management. For those of you unfamiliar with this recognition, APPA is a trade organization whose membership includes most of the colleges and universities in the US and several foreign countries. The Award for Excellence is given yearly to those few organizations that exhibit the highest standards and performance in a list of facilities management categories. University of Michigan is the only large research university to win the award twice. This is an incredible achievement and it speaks to the quality, skill and dedication of all the team members of Plant Operations. This is especially striking because it is happening at a time when there is significant change occurring within Plant.

Referring to the change going on in Plant, I recognize that not all of the team members in Plant agree with the new programs we are implementing. Despite the disagreement, it is very revealing that the Facilities Maintenance Restructuring (FMR) and the Janitorial Task Team Cleaning (OS1) programs are successful. The most recent employee survey shows some elements of our department are still resisting the new initiatives.

APPA recognizes our leadership in keeping our organization at the cutting edge of facility management means and methods. Plant works in a highly complex changing environment with many demands placed on us. Together we have been able to navigate these stormy seas, keeping ahead of the many obstacles placed in our path. I am very confident that the results from the programs above will improve as we gain more experience with them. To those who are not sure or fully supportive of our new programs, consider this lesson from history.

On June 6th, we celebrated the 75th anniversary of D-Day invasion of France that ultimately brought defeat to Nazi Germany. History remembers this day as an overwhelming victory for the Allies. However, the American soldiers that first stormed ashore at Omaha Beach probably did not see this effort as victorious. Casualties in the first companies that went ashore were terrible, as high as 90%. One thing, however, kept them moving forward. Everyone from the battalion commanders to the privates were trained to get off the beach and move among the enemy at close quarters to win. Only failure and death remained if they stayed on the beach. The soldiers used their training to find ways to improvise and to close with the enemy, winning not only the day but the war as well. The key to victory was to keep moving forward, to get off the beach!

So why this story? I don't pretend to think our change efforts are in any way comparable in importance to D-Day. Certainly, no one is going to die on the beach but lessons from history can illustrate the right course to take in other situations. The soldiers on Omaha Beach could neither stay on the beach nor go back into the ocean. Their training told them they had to move forward to make the invasion plan work. Likewise, we in Plant can't go back nor do we want to stay where we are. Our only course of action is to use our training to make the our change plans work fully. Nothing of value is obtained easily. The ultimate victory in our case is a facilities management organization that is peak performing and bullet proof to the challenges we face. It’s time for all of us to put our training and dedication into action and make Blue go!

Rich
University of Michigan Plant Operations was awarded the APPA Award for Excellence in July 2014. The prestigious award is given by the APPA organization, the leader in educational facilities management. For the award ceremony, the APPA organization asked UM to produce a video about the department. The awards ceremony will be take place at the APPA 2014 Annual Conference and Exhibition in San Diego, CA.

Plant Operations decided to forego the usual descriptive video. We decided to truly celebrate the award by producing music video. Working with the in-house creative agency, Michigan Creative, Plant Operations created a fun, music filled video using Plant Operations staff and student dancers. The video highlights the many services Plant Operations provides throughout UM campus.

The set pieces were built by our own Construction Services. The other prop pieces were donated by various UM departments. The video was shot in a 2-day period in the Michigan Union Ballroom.

Thank you to all the staff who volunteered their time, energy and enthusiasm.

Video volunteers are:

- Lamberto Gallarin (FM)
- Brad Greenfield (FM)
- Kyle McClure (FM)
- Chuck Shepard (FM)
- Tom Sullivan (FM)
- Ben Zick (CS)
- Alysia Kolascz (UPE)
- Jacqueline Alessi (UPE)
- Tulio Decan (UPE)
- Rebecca Green (WM)
- Greg Fuqua (PBGS)
- Tom Baldwin (MMS)
- Derek Ginyard (MMS)

Video is available for viewing online: http://www.plantops.umich.edu/director/

The Planet Blue Operations Team developed the “Stop Energy Waste” campaign to educate campus building occupants, mostly staff and faculty. The campaign encouraged building occupants to be proactive in energy conservation. To reinforce the message, the team developed a specific look and feel that was used across a variety of materials including posters, T-shirts, sports bags and thermo-magnets (magnets with a thermometer strip across the bottom). The team also developed an interactive educational event called “Energy Brown Bag.” These are lunchtime presentations to building users designed to educate them about the energy consumption and conservation in their buildings.

This campaign also drove the look and feel for the redesign of the website. The website is full of useful information that campus building occupants and facility managers can use to view utility consumption and information on energy conservation activities.

The team also participates in the University of Michigan’s annual sustainability fair, EarthFest, as a primary outreach to students.

The 17th Annual DTE Energy conference is designed to educate small-to-large commercial and industrial businesses on energy technology, products and services that will assist them in successful energy management.
The University of Michigan’s Plant Hospital Maintenance (PHM) Department is made up of a very talented and skilled workforce. As proof, our key performance indicators depict that we complete many of our most important activities within a “best in class” category when compared to other major teaching hospitals, particularly those greater than 5 million gr. sq. ft. and with more than 950 beds. If you were to include the data center and the laundry facility, our performance profile becomes even more impressive. Over the years, management has done a good job in balancing financial, operational, and clinical goals towards successful outcomes within a very complex healthcare environment. However, understanding how we sustain our standard profiles presents new opportunities for our department. For PHM, there is at least one low hanging fruit that is within our grasp: increase our ability to plan available labor resources.

As reinforced by pioneers in the organizational development field such as Lewin, Kotter, and Demming, it is safe to say that general maintenance performance results are attainable when maintenance related core values and concepts are integrated into systematic processes. It is equally safe to state that continuous improvement is achieved when measurement and analysis of strategic planning initiatives, knowledge management, customer satisfaction, employee satisfaction, and focused KPIs are achieved at an optimal level.

On that note, healthcare facility maintenance is driven by strategy that supports the overall Environment of Care (EOC) and the associated EOC Management Plans which heavily serve as an important element in helping to create a safe and functional environment for patients and staff. The Hospital’s goal is to create the “Ideal Patient Care Experience” (IPCE). One of the key elements to facilitate this goal is to have successful facility maintenance outcomes. If these successful outcomes are not attained, IPCE is compromised.

This is where the concept of planning and scheduling of maintenance activity becomes a serious business objective for healthcare operations and logically the concept of planning becomes an operational opportunity.

A notable author in maintenance management, T. WesterKamp, states the six principles of maintenance are as follows: 1) perform a definite job, in a definite way and within a definite time period, 2) practice and attain measurement before control, 3) provide excellent customer service, 4) establish the optimum crew size, 5) Schedule control points on time, and 6) establish job control criteria (KPIs) with the responsible individuals. This is why the planning and scheduling of maintenance activity emerge as a solid business case and support these principles in becoming attainable when adequate planning and scheduling initiatives are exercised.

Some may ask what is the difference between planning and scheduling? According to IDCON, scheduling describes “who” and “when” and it is the process of assigning the appropriate number of workers to the jobs during each day of the week. Whereas, planning describes “what” and “how” and is the process of setting goals, developing strategies, and outlining tasks and schedules to accomplish the established goals. Some examples of past and current maintenance activity that could have benefitted from having a planner are/were: 1) the University Hospital (UH) thermal storage basin repair and valve replacement, 2) the laundry and Traverwood boiler system replacement and repair, 3) the on-going sanitary line replacement, 4) domestic water supply valve replacement effort, 5) UH electrical audit effort, and 6) the high voltage arc flash mitigation and high voltage PM work coordination. While each effort mentioned either ended successfully or is successfully on-going, structured planning would have reduced costs and facilitated levels of healthy conflict vs. unhealthy conflict.

Once planning efforts are initiated within the hospital environment some immediate benefits will materialize, for example: 1) better defined courses of maintenance actions, 2) improved time estimates available for any type of work, 3) clearer ideas about what is to be done throughout the day and how, 4) labor duplication
avoidance, 5) increased ability to meet objectives and deadlines, and 6) confirmation of resources suitable to complete the pre-described effort, including a plan of action if there is ever a problem. In order to grasp the opportunity to better plan our labor resources, we must ensure that available maintenance labor resources are appropriately aligned with the Hospital’s mission while simultaneously meeting the customer and environmental demands. The level of quality and KPI success PHM experienced in the past was successfully attained through intelligent planning and decision-making. Moving forward, it is necessary to continue this practice if we are to experience similar or better outcomes. Taking advantage of our ability to build on our past success and existing structure will enhance a culture of collaboration, promote a shared vision, improve role clarity to increase trust, reduce sub-optimal working relationships, and increase the understanding of the contributions provided by PHM which improves “line of sight”.

Doc Palmer, a noted authority in the area of maintenance planning and scheduling, states the development of good planning philosophies will move your maintenance organization from reactive to proactive. This type of success would greatly support PHM in helping the hospital to achieve its mission in delivering quality healthcare. Equally noted by T. WesterKamp, the goal of maintenance activity is to provide the optimum quality and quantity of maintenance service safely, on time, and at a reasonable cost and the implementation of the planning function will achieve this goal. Ultimately, planning helps to fulfill maintenance vision and will assist PHM on how to accomplish the next step towards operational excellence.

**FACILITIES MAINTENANCE SAFETY COMMITTEE**

By Dennis Krieg

The Facilities Maintenance Safety Committee has been improving safety in the work place throughout Plant Operations. The committee is chaired by a management representative and meets monthly to facilitate the department safety activities. Each Shop/Trade/Area has a shop level safety representative that acts as the primary point of contact for safety and health issues in their work area. The safety reps interact and coordinate their activities between themselves and the department management for an efficient use of time and resources. Some areas rotate representatives so there is consistent attendance and input.

Safety issues brought up in the monthly FM Safety Committee meeting are logged and tracked. Some issues can be easily resolved when a work order is created to correct or improve a situation, such as a permanent access ladder to a piece of equipment for maintenance and repair. Other safety issues may require additional resources such as an engineered solution or funding that is out of the range of the responsible facility. These items are discussed and prioritized by the Planning, Design & Implementation Task Group and the Central Safety & Health Committee. Funding may or may not be approved to resolve the safety issue. Please see diagram to view the Plant Operations Safety Committee Program and teams.

The FM groups have been updated from the previous shop structure to represent the new Regions and Central Shop structures. This makes for a more effective group now that the regions have their own budgets to work within.

Thanks to all staff who have participated on these teams and to those now serving. We will continue to identify safety related issues throughout campus and work to resolve them. Safety is our primary concern and always will be.
Plant Academy

BENEFITS OF PROFESSIONAL CERTIFICATION

By Sarah Ely

Present-day facility professionals—including Plant Operations supervisors and managers—are managing careers in times of unprecedented change, constrained resources, and the professional advancement of the industry itself. Professional certifications and credentials are just one example of a growing emphasis in facilities careers. APPA—our international professional organization—is an innovative and ambitious leader with a long menu of opportunities for individual career and organization portfolios.

In 2012, University of Michigan Plant Operations department took a big step in support of professional certification for supervisors and managers to make APPA examinations available locally. Each semester, the list of Education Facilities Professional and Certified Facilities Professional certified employees continues to grow. Why is this important?

In a recent Facilities Manager article, (May/June 2014), APPA Executive Vice President Lander Medlin and APPA President Glenn Smith thoroughly address APPA and WIIFM (‘What’s In It For Me?’). Here are some highlights from that article that link specifically to the U-M interest for professional credentialing through self-study and national examination:

(1) Plant Operations manages the most valuable assets of the U-M financial portfolio—its buildings and grounds. Professional credentials affirm the inter-disciplinary and integrated knowledge and expertise required to run the daily business and maintain cutting-edge stewardship of physical properties.

(2) Deferred professional development can be as dangerous as deferred maintenance when it comes to future opportunity and competition for advancement.

(3) Higher education institutions are inherently geared to value and recognize professional credentials and education among its staff experts. Our daily work and quality outcomes are fortified by demonstrated expertise of our field through professional certification.

Supervisors, managers and campus BFMs are encouraged to visit Plant Academy’s website and consider opportunities for the 2014-15 academic year, including the option to pursue APPA credentials. Plant Academy: www.plantops.umich.edu/director/Academy/
With the new fiscal year comes another fresh start for the Plant Operations Respect & Inclusion Resource Team (RIRT). We have new members and we are working on a new mission, vision, and focus on the future! We have exciting new ideas such as Google+, and “Hot Topics” along with some of our favorites such as lunch and learns, and the Leadership Diversity Award!

The team is very excited about Google+ and “Hot Topics.” RIRT has experienced a few setbacks with the Google+ site, but once it is up and running, we will be able to connect with the Plant Operations’ community and post our current events, links to articles, videos, and more! RIRT is looking forward to sparking conversations and challenging Plant Operations’ comfort zones. We all learn when we can step out of the box and look at things from a new and different perspective.

The Plant Operations’ Respect & Inclusion Resource Team is made up of several people in the following roles:

- **Sponsorship:** Plant Operations Core Lead Team
  Rich Robben, Mary Diskin, Sarah Ely, Kevin Fraley, Lukeland Gentles, Paul Guttman, Lowell Hanson, John Lawter, JW Krantz, Kevin Morgan, Lynette Wright

- **Sustaining Sponsor/Facilitator:** Mary Diskin

- **Chair:** Steve Snyder

- **2015 Members:** Mara Cooley, Construction Services; Greg Fuqua, Plant Building & Grounds Services; Aaron Montero, Construction Services; Tracey Pringle, Plant Material & Moving Services; Rick Simmons, Work Management; Cheryl Smith, Plant Administration; Zoe Stevens, Utilities & Plant Engineering; Dave Wentworth, Planet Blue

We would like to extend our thanks and appreciation to our 2014 members, Chris Nedrow, Doug Schoener, and Kevin Perkins, for the hard work, dedication, and support they gave to RIRT during their tenure. They are stepping down from their duties with the team to allow for the onboarding of our newest members.

The 2015 Plant Operations’ Respect & Inclusion Resource Team looks forward to sparking conversations with you and challenging your comfort zones over the next year!
SIGN & GRAPHICS DEPARTMENT UPGRADE

By Dustin Gilbert

With the retirement of the old team, the new sign makers, Dustin Gilbert, Matt Wilson, and Nick Scott, have updated and upgraded the services offered by the Sign and Graphics shop within Plant Operations. In July 2013, the Sign & Graphics Department of Construction Services began to purchase new machines, printers and tools to expand their capabilities.

Some of the new products include vehicle wraps, concrete floor wraps, full color banners and fabric prints, canvas prints, full color window film, and mesh and light pole banners. The new services paired with the cabinet, spray, and upholstery shops allow them to handle almost any custom signage need from the campus customers.

The sign makers still do all the traditional sign shop products like room signs, name plates, equipment signage, etc. The team looks forward to introducing the new services to the campus through meetings with campus customers and displays at gatherings. Positive word-of-mouth referrals are still the best resource to gain new customers, so the Sign Shop is intent on providing services that exceed customer expectations.

Have any questions?
Contact the Sign Shop: cs-signshop@umich.edu or 734-763-5234
SECURING YOUR PERSONALLY OWNED DEVICES - COMPLIANCE WITH SPG 601.33

The university recognizes that members of the University community can be productive and efficient when accessing or maintaining sensitive institutional data from their personally owned devices, such as a smart phone, tablet, or a laptop computer. To provide guidance for this use, there is a new U-M policy: Security of Personally Owned Devices That Access or Maintain Sensitive Institutional Data (SPG 601.33).

The policy grants departments the discretion to be more restrictive than the policy. However, Plant Operations will follow the policy “as is” with no additional restrictions.

You are permitted to use personally owned devices when working with sensitive university data as long as you properly secure and manage your devices. Over two million new mobile malware samples (Viruses) were collected by McAfee in 2013, and 12,000 laptops were lost in the airport every week in 2012. Taking the proper precautions to protect your devices minimizes the risk to university data as well as to your own personal information. Some examples of sensitive data used in Plant Operations would include blueprints, building plans, emergency plans, HR and financial data.

Keep in mind that for most of you who access your e-mail, calendar, and contacts on your personally owned device for routine work at the University not involving sensitive institutional data, the policy requirements do not need to be applied.

To learn more about the policy and about securing your personally owned device(s), see University Data and Personally Owned Devices: safecomputing.umich.edu/protect-um-data/owned.php

As always, you should only access or maintain sensitive institutional data when necessary for the performance of your university-related duties and activities. In 2011, Americans lost $30 billion worth of cellphones. When personally owned devices are lost or stolen, this is when privacy and security settings are really important! Therefore, you are expected to take all required, reasonable, and prudent actions needed to ensure the security and retention of sensitive university data.

If you have questions about the use of sensitive university data in Plant Operations, please contact Ron Loveless, IT Manager for Plant Operations. For more general questions about appropriately securing your device and about sensitive university data, please contact the ITS Service Center: its.umich.edu/help/ or call 764-HELP.
PLANT EXPEDITERS WITH PLANT MATERIAL AND MOVING SERVICES

By Randy Baker

Since Spring of 2014, Plant Expediters were combined into one department under the Plant Moving and Material Service (PMMS) group. We now have 9 expediters on staff available to move your material, personnel, tools and equipment.

Service should be requested through the dispatcher (7:00 am to 3:15 pm) and not with the expediter directly. A work order number will be requested for reporting purposes. You can reach them by radio, phone and e-mail. They also have a service request form on google. Their contact info is below.

In June of this year, PMMS had over 1900 requests for expediter service. The vast majority of the requests came from Construction Service for tool and material moves.

With the Plant Expediters now complementing the PMMS movers, anything can be moved – from a small box to an entire office to a huge motor that needs to be lifted to a roof – PMMS is moving closer to becoming a total logistics supplier for the University to Make Blue Go!

Phone: (734) 936-2076  ●  E-mail: pltexpediter@umich.edu  ●  Radio: 13C

Google form: https://docs.google.com/a/umich.edu/forms/d/1o5F3mEkH9KCqH4nsU4Fu09VSeVCFTYMsJ6ZXU3sdqi8/viewform