



## Introduction

I would like to present the Plant Operations Division 2003-2004 Annual Report. The enclosed report details the accomplishments, economics, and notable program performance of this division for the 2003-2004 fiscal year. Because this is the first such undertaking by Plant Operations, you may notice inconsistencies in the formatting of the material. It will be best to use the index and associated tabs to navigate the report. Exhibits and figures referenced in the text are included at the end of the various department sections in most cases.

For those of you not familiar with Plant Operations, we are a division within the Business and Finance sector of the University of Michigan's administration. Plant Operations provides the services of building and grounds maintenance, construction, waste management, utilities, building custodial and operations for the 13 million square feet of general fund space on the Ann Arbor campuses. We also provide the above services on a fee or reimbursable basis for the University's Hospitals and Health Centers, Housing, University Athletics, Student Services, and a variety of auxiliary units in and around Ann Arbor. In all, we provide the above services for more than 26 million square feet. Arguably – one of the largest single campuses in North America.

Now that you know what we do, let me tell you who we are. Plant Operations is a diverse group of individuals that reflects the demographics of our campus community and our region. We are more than 1300 in number. Our credentials vary widely. We are comprised of skilled trade's persons, mechanics, custodians, construction managers, maintenance professionals, clerical assistants, IT professionals, engineers, grounds keepers, truck drivers and movers, boiler operators, accountants and more. I could go on. We all have two things in common – we pride ourselves on our ability to support the facility and operations needs of this world class educational, research and public service institution, and *We Make Blue Go!!!*