



Plant Operations Work Control

FY 2006 Annual Report

Published: November 28, 2007



Introduction

Fiscal year 2006 was a year in which Work Control expanded and solidified several programs that had taken root the previous fiscal year. It was a year that had some significant staffing changes. Lori Ramirez left to return to school and Von Hardesty joined us. Chris Fullerton from PM Planning left for a facilities manager role in the School of Nursing and Andrew Cislo came on-board to fill that critical role.

Work Control is a department with 35 hard-working members. The responsibilities of Work Control include:

- Key Office
- Plant Operations Call Center (POCC)
- Preventive Maintenance (PM) Planning
- Estimating
- Project Coordination
- Shutdown Coordination
- Performance Measures Reporting
- Plant Operations Web Site
- Special Projects
 - Work Codes
 - Plant Building Photo Board
 - Service Guide

Work Control is the central point of contact for Plant Operations and the campus community. The Plant Operations Call Center receives requests in a variety of forms – by phone, fax, email, and the internet. In addition to our central responsibility of communication, Work Control is responsible for the distribution of all estimate requests from Plant Operations. Preventive Maintenance Planning is another responsibility of ours and the inventory of equipment in the PM Program grew considerably in FY06.

Work Control recently assumed responsibility for coordinating some small maintenance and capital projects. This new service has been well received by our customers. Shutdown coordination was fully implemented in 2006 and boasts a database of information used in planning and communicating shutdowns.

Finally, the services provided by the Key Office are part of the Work Control family. The Key Office was a busy place as new buildings were completed and required keying. The campus card reader system continued to grow and it now controls nearly 400 doors. The project of replacing the card reader system continued throughout FY06 as we received the final report from the consultants and planned our next steps.

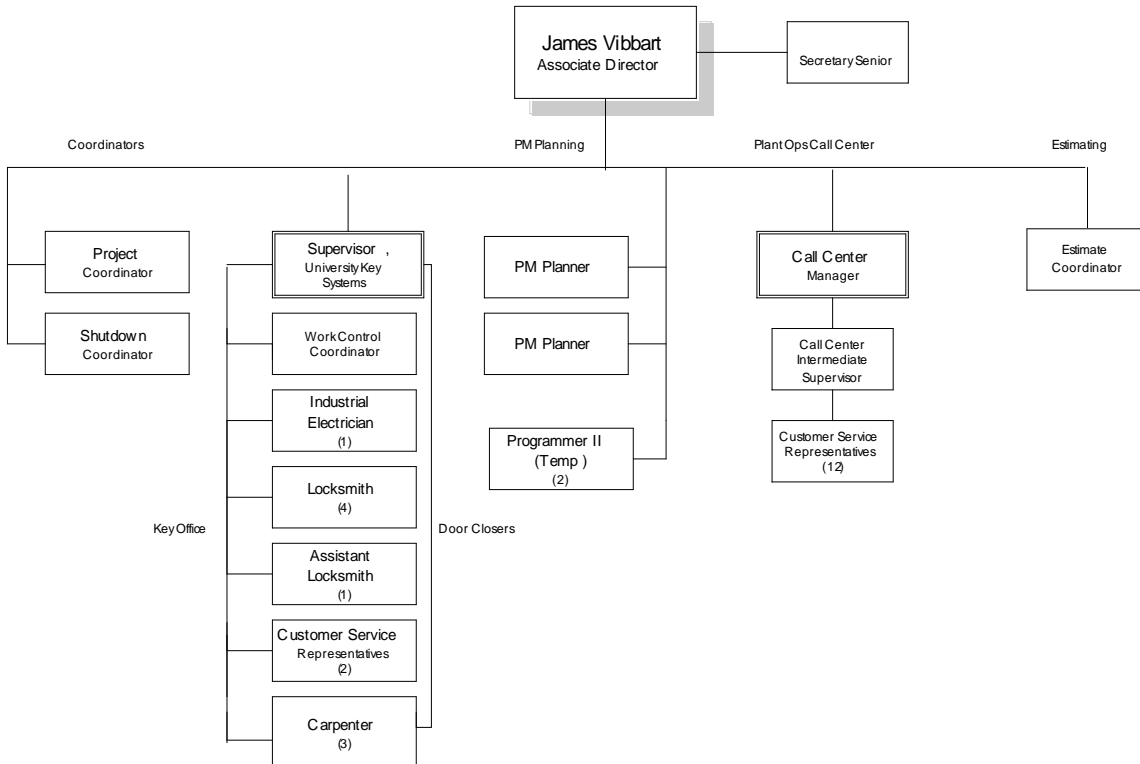
We look forward to continued service to the University of Michigan community.

Jim Vibbart
Associate Director

Work Control Organization Chart

Work Control

August 2006



FY 06 Financial Summary

As we did in FY05, Work Control finished FY06 with mixed results. Overall the Key Office and Work Control budget results indicate that slightly over \$20,000 in our combined budgets was not spent.

In the Work Control portion of our department, we under-spent our planned budget by \$59,586. The unbudgeted increase in revenue from Project Coordination resulted in significantly higher revenues than anticipated. An area where we exceeded our planned budget was in temporary staffing, as we utilized temporary employees to perform inventory and data entry functions in PM Planning.

The Key Office overspent their budget by \$36,322, which resulted in a Work Control department net gain (Work Control and Key Office combined) of \$23,264. The Key Office had a significant variance in budget versus actual revenue. However, their expenses came in well under budget, which somewhat offset the loss of revenue.

Budget and Operating Results							
FY 06	Work Control Department			Key Office			
	Total FY2006	Final Budget FY2006	Variance	Total FY2006	Final Budget FY2006	Variance	
Beginning Fund Balance	0	0		0	0		
Revenue							
Recovery from Rebill	135,780	30,000	105,780	1,527,482	1,748,231	(220,739)	
Total Revenue	135,780	30,000	105,780	1,526,458	1,748,231	(221,773)	
Compensation & Benefits							
Base Salaries	854,697	807,720	(46,977)	591,448	616,867	25,419	
Non-Base Compensation	20,745	19,000	(1,745)	31,742	30,700	(1,041)	
Temp Salaries	50,311	37,000	(13,311)	14,605	22,500	7,895	
Flat Rate Benefits	123,579	113,451	(10,129)	100,249	104,030	3,781	
Variable Rate Benefits	161,995	179,553	17,558	116,494	126,183	9,688	
Benefits	285,575	293,004	7,429	216,744	230,213	13,469	
Subtotal Compensation & Benefits	1,211,327	1,156,724	(54,604)	854,538	900,280	45,741	
Consulting	676	0	(676)	0	2,500	2,500	
Other Computing Services	12,702	3,000	(9,702)	546	1,500	954	
Communications	14,148	15,000	852	3,401	4,500	1,099	
Computers, Copiers, Fax	7,968	0	(7,968)	0	0	0	
Overhead Recharge	(180,828)	(174,836)	5,992	121,764	121,759	(5)	
Travel	1,504	4,000	2,496	0	0	0	
UM Transportation	4,246	4,400	154	34,337	34,700	363	
Conferences & Training	5,769	2,500	(3,269)	0	200	200	
Postage and Courier	47	100	53	0	0	0	
Hosting Related Exp.	462	0	(462)	594	600	6	
Rental and Storage	0	0	0	72	0	(72)	
Memberships, Dues and Subs	146	210	64	0	0	0	
Printing	3,181	600	(2,581)	7,284	3,000	(4,284)	
Plant Rebilled Labor & Material	20,053	40,000	19,947	1,485	1,750	265	
Plant Operations Maint. Materials	10,656	2,000	(8,656)	498,607	665,000	166,393	
Other Supplies and Materials	16,083	32,000	15,917	42,989	15,500	(27,489)	
Other Expenses	7,091	3,338	(3,753)	1,707	1,488	(219)	
Subtotal - Other Expenses	(76,097)	(67,688)	8,409	712,788	852,497	139,709	
Total Expenses	1,135,230	1,089,036	(46,195)	1,567,326	1,752,777	185,451	
Net Income before Transfers	(999,450)	(1,059,036)	59,586	(40,868)	(4,546)	(36,322)	
Net Expense Transfers (in)	(999,450)	0	999,450	(39,833)	0	39,833	
Total Transfers	(999,450)	0	999,450	(39,833)	0	39,833	
Net Change After Transfers	0	(1,059,036)	1,059,036	(1,034)	(4,546)	3,511	
Ending Fund Balance	0	(1,059,036)	1,059,036	(1,034)	(4,546)	3,511	

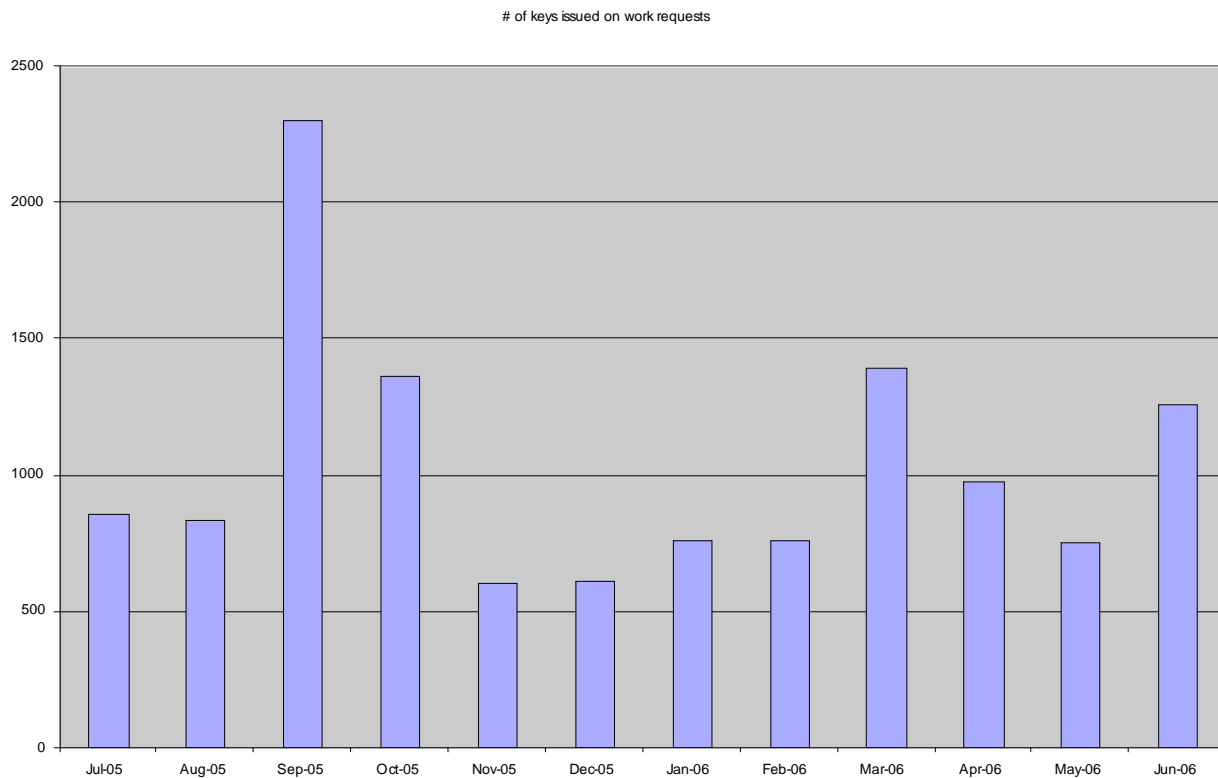
Year-End Operational Highlights

Key Office

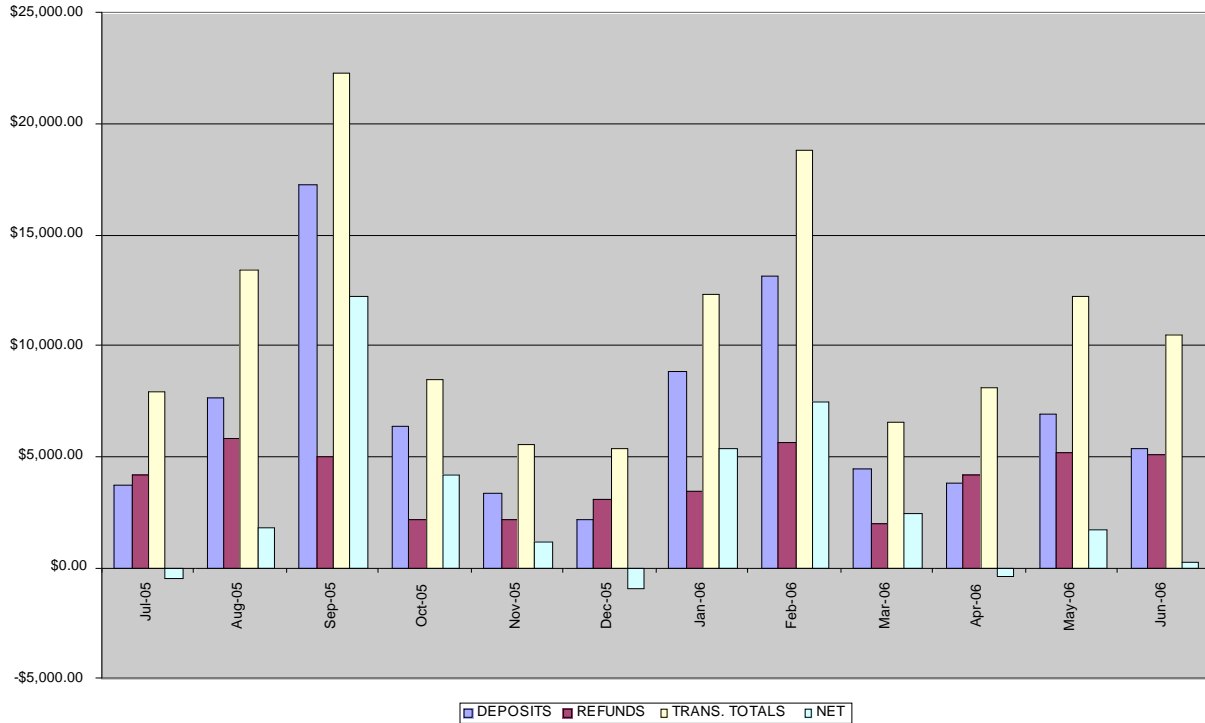
Doors, locks, and card readers are used thousands of times each day on campus. The Key Office currently has over 325,000 keys issued to students, faculty, and staff. Re-keying doors is one of the major activities of the Key Office. When a key is lost or stolen, occasionally an entire building needs to be re-keyed. Most times, only a single door or a certain area will need to be re-keyed. During fiscal year 2006, 4,980 doors were re-keyed due to new construction or departmental requests.

The demand for card reader access control in University buildings is growing rapidly. Approximately 130 card readers were installed during FY06, some by contractors during construction of new buildings and some by the Key Office/Plant Operations personnel. A University-wide committee, formed under the leadership of Rich Robben (Director of Plant Operations) and Bill Bess (Director of the Department of Public Safety), is currently investigating the potential expansion of our card reader system. The report from the consultant has come back and efforts to implement their recommendations have begun.

The Key Office tracks the number of keys issued as well as dollars received and disbursed. Below are graphs depicting these figures.



DOLLARS RECEIVED AND DISBURSED



Plant Operations Call Center

The Plant Operations Call Center (POCC) is staffed by a Manager, Supervisor, and 12 Call Center Representatives. It is in operation 24 hours a day, seven days a week. The POCC acts as the central point-of-contact throughout the University, handling emergency maintenance, repairs, and other facility and grounds issues that arise. The Call Center Representatives receive phone calls, faxes, and online work requests. They dispatch maintenance mechanics, grounds crews, emergency clean-up crews, pest control staff, and other Plant Operations staff, as needed.

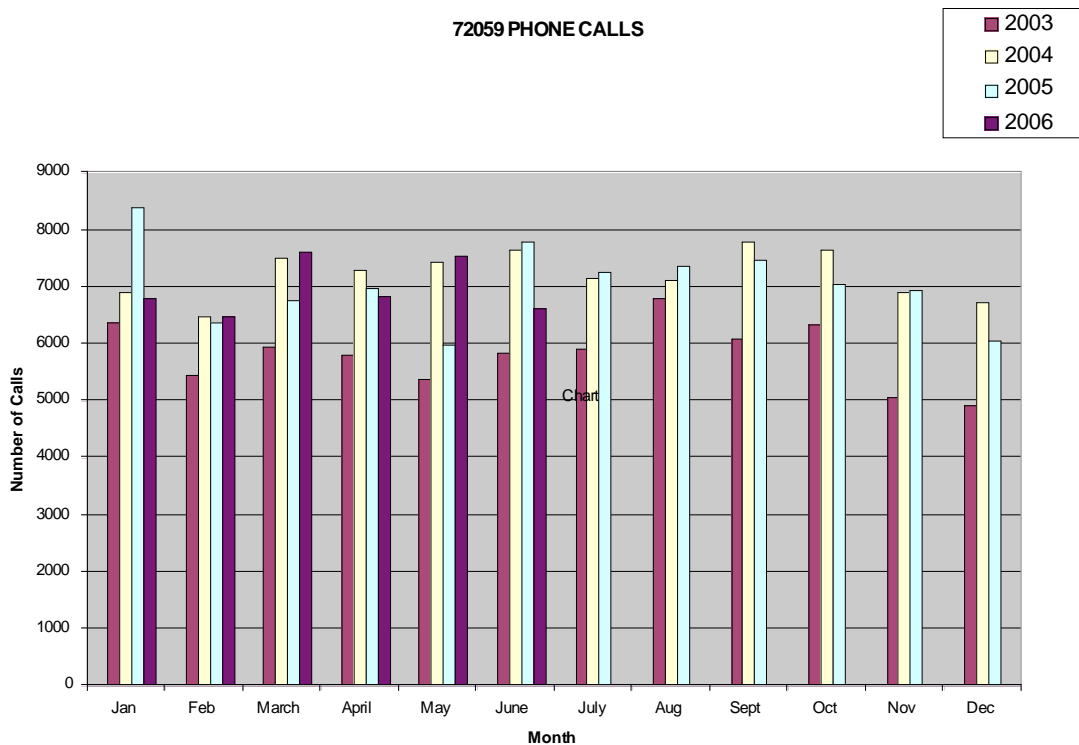
The POCC has a partnership with Housing Maintenance and Parking Maintenance to handle after hours calls for their maintenance departments as well.

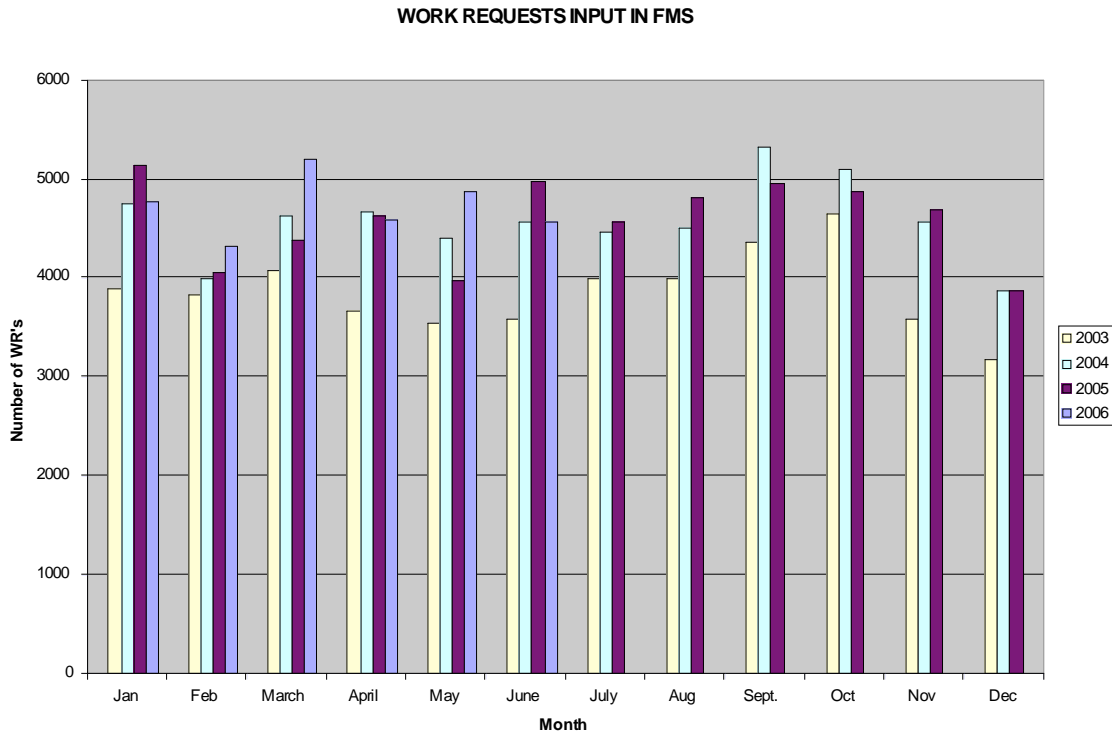
POCC continues to train new customers on the Web FM system. With this system, customers may go on-line to look up their work requests in order to determine the current status. They may also initiate new work requests on-line.

The POCC uses an automated email messaging system alerting customers when one of their work requests has been completed. With this feature, customers are alerted on a daily basis via email when one of their customer pay Work Requests has reached the status of complete.

This year the POCC has been busy with numerous internal items. We have been involved with setting up a new one page Work Request form to minimize the amount of printed pages per Work Request. A new online form had been created for internal use to make additions or changes to Work Requests. POCC has been involved with getting a procedure in place for adding new shops. For a great portion of the year we were busy reviewing schedules in an attempt to get the most benefit from the resources available, and to ensure there is adequate coverage for phone calls. We have also spent some time reviewing new options for phone systems as well as a new web based Facilities Management System. We hope to have something new in place for both in the coming year.

A variety of POCC activities are continually tracked and reported. The number of phone calls that are received by the POCC are tracked on a monthly basis. Work requests inputted into the computer system are also recorded. The following graphs show this activity for fiscal year 2006.





Preventive Maintenance

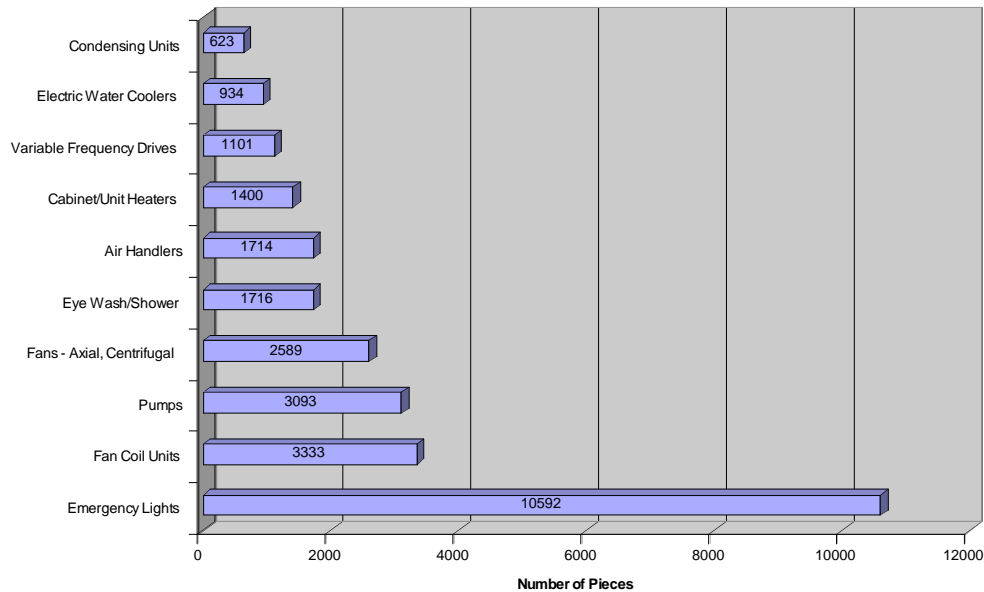
The PM Planning team is located at 326 E. Hoover in South Campus next to the stadium in Ann Arbor. There are currently two full-time permanent employees and one part-time temporary employee.

One vacant PM Planner position was filled during the past fiscal year. Both PM planners received computer training in Access and Crystal Reports in order to be more effective in gleaning critical PM information for Plant Operations.

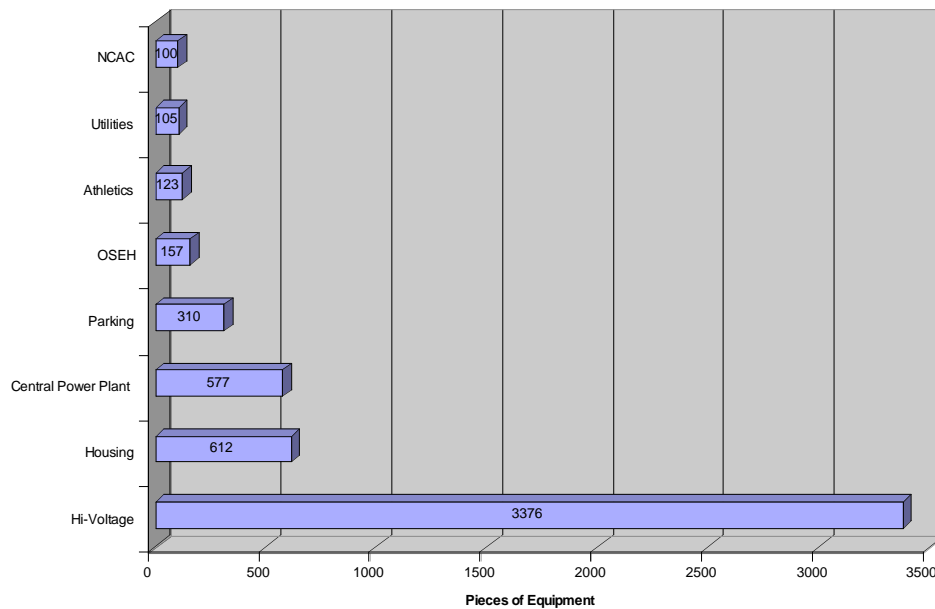
Information gathering continues to be a key aspect of the PM Planning process as there have been thousands of notes taken and entered into the FMS. Hundreds of new pieces of equipment were added through renovation or discovery. New buildings such as Biomedical Science Research, Undergraduate Science and Computer Science and Engineering have accounted for over 1300 pieces of new equipment this fiscal year. Equipment types added to the preventive maintenance program this fiscal year includes: electrical switching stations, substations, fire extinguishers, tunnel hatches and backflow prevention devices.

There are 37,718 pieces of equipment in total and Maintenance General Fund (MGF) is the source of funding for 31,903 (85%) of those pieces. The following two graphs further break down the PM inventory.

Top ten equipment types in the PM inventory:



Top eight PM funding sources (not including MGF):



In fiscal year 2006, over 38,000 preventive work requests were issued to 24 Plant Operations shops. Campus-wide PM work request completion rate is slightly higher than 81% with eight shops completing over 90% of their assigned PM work. Please review the following pages

labeled “**Campus Completion Percentages**” to see a more detailed breakdown for Fiscal Year 2006.

- The first report details a breakdown of PM completion percentages based on each shop on campus.
- The second report details a breakdown of PM completion percentages based on the calendar month.

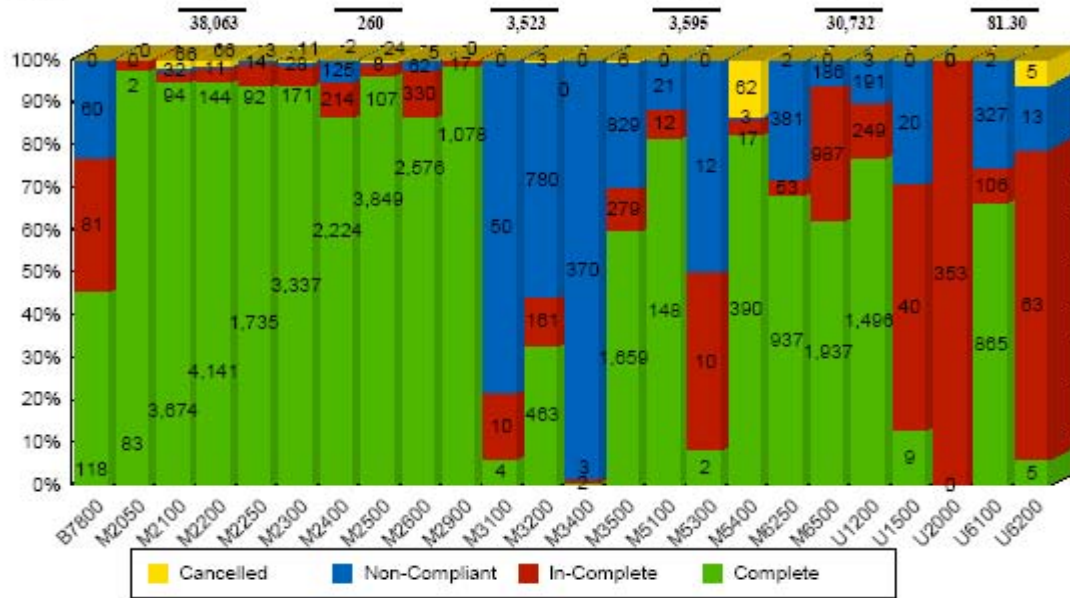


Campus PM Completion Percentages



FY2006

	W.R.'s Issued:	Cancelled:	Non-Compliant:	Incomplete:	Completed:	% Complete:
B7800	259	0	60	81	118	46.56
M2050	85	0	0	2	83	97.65
M2100	3,848	66	32	94	3,674	97.14
M2200	4,349	66	11	144	4,141	96.68
M2250	1,841	3	14	92	1,735	94.40
M2300	3,537	11	28	171	3,337	94.64
M2400	2,564	2	125	214	2,224	86.81
M2500	3,975	24	8	107	3,849	97.42
M2600	2,968	5	62	330	2,576	86.94
M2900	1,091	0	0	17	1,078	98.81
M3100	63	0	50	10	4	6.35
M3200	1,404	3	780	161	463	33.05
M3400	375	0	370	3	2	0.53
M3500	2,773	6	829	279	1,659	59.96
M5100	181	0	21	12	148	81.77
M5300	24	0	12	10	2	8.33
M5400	469	62	3	17	390	98.82
M6250	1,403	2	381	53	937	66.88
M6500	3,112	0	186	987	1,937	62.24
U1200	1,935	3	191	249	1,496	77.43
U1500	69	0	20	40	9	13.04
U2000	353	0	0	353	0	0.00
U6100	1,299	2	327	106	865	66.69
U6200	86	5	13	63	5	6.17
TOTAL	38,063	260	3,523	3,595	30,732	81.30



Report Definitions:
Cancelled: W.R.'s cancelled by Work Control.
Non-Compliant: W.R.'s not completed and have no labor charges.
Incomplete: W.R.'s in progress with labor charges & not completed or completed without labor charges.
Completed: W.R.'s that have satisfied the definition of complete - Labor charged & W.R. phase(s) complete.



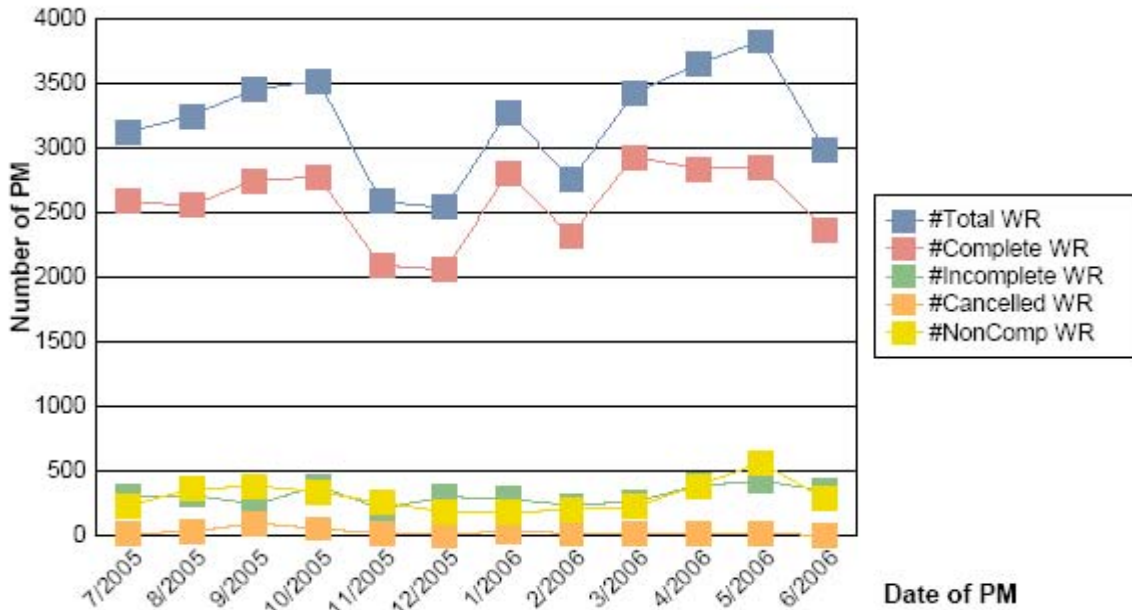
Campus % PM Completion

FISCAL YEAR 2006

Printed on: 8/23/2006

	Total # Issued:	Cancelled:	Non-Compliant:	Incomplete:	Completed :	% Complete:
July 2005	3,118	12	228	293	2,583	83.16
August 2005	3,245	25	352	310	2,551	79.22
September 2005	3,448	92	377	241	2,746	81.82
October 2005	3,516	48	334	376	2,772	79.93
November 2005	2,581	12	248	209	2,089	81.32
December 2005	2,534	2	184	294	2,054	81.12
January 2006	3,272	31	172	279	2,795	86.24
February 2006	2,761	11	198	231	2,322	84.44
March 2006	3,416	10	218	260	2,927	85.94
April 2006	3,642	13	379	381	2,837	78.18
May 2006	3,823	4	555	419	2,846	74.52
June 2006	2,979	0	278	341	2,360	79.22
	38,063	260	3,523	3,595	30,732	81.30

For FISCAL YEAR 2006



Report Definitions:
Cancelled: W.R.'s cancelled by Work Control, PM not to be performed.
Non-Compliant: W.R.'s that have not been completed and are with no labor charges.
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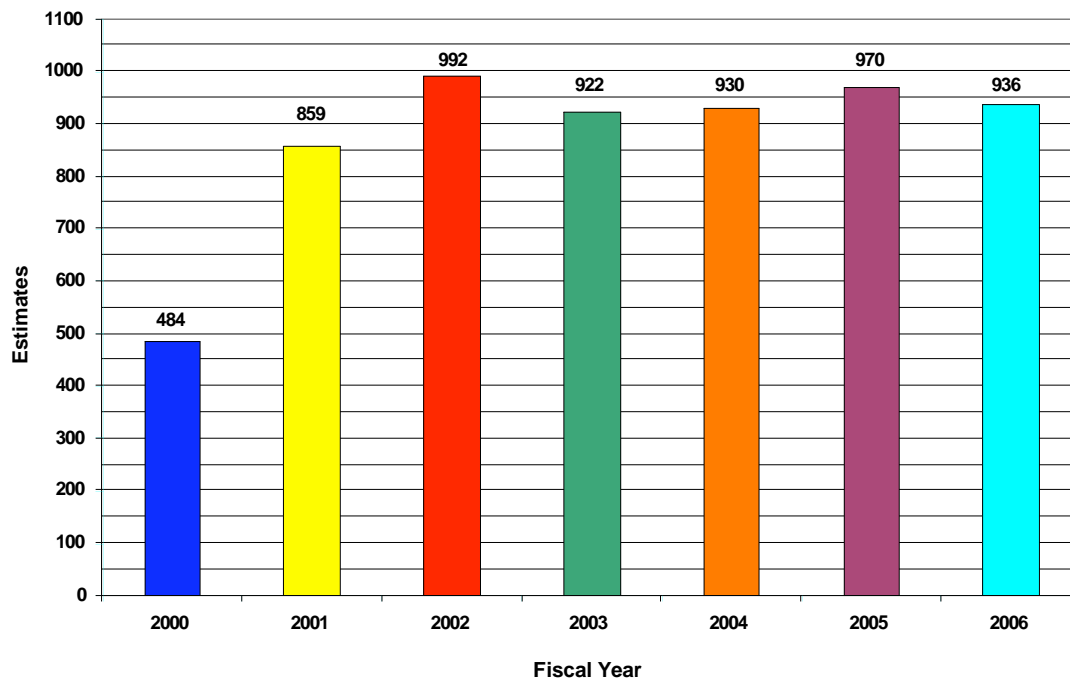
Estimating

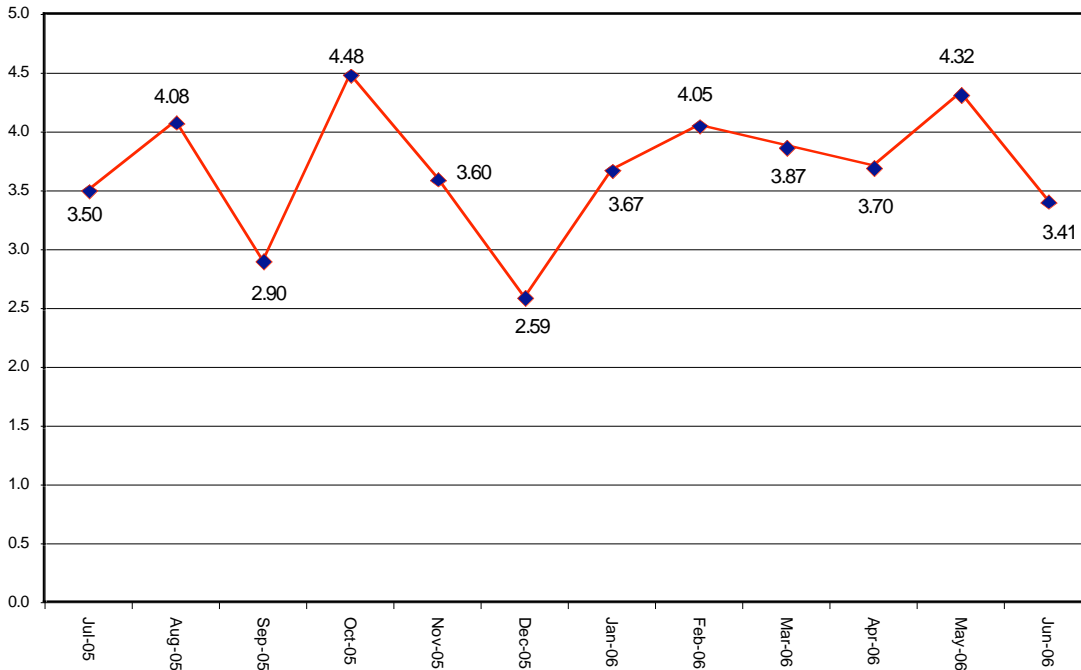
Work Control Estimating is responsible for the evaluation, assignment and return of all estimate requests received from customers of Plant Operations.

In FY06, the number of estimates completed decreased by 4.4% over FY05. Estimate requests were received from nearly all areas of the University of Michigan; however, we most frequently received requests from the College of Engineering, the Medical School & ULAM, University Libraries, MAIS, and Plant Extension/AEC.

Work Control processed 936 estimates in FY06 totaling nearly \$10,000,000 in estimated costs. Of those estimates, a total of 395 estimates were accepted by customers and, to date, Plant Operations has billed over \$6,100,000 to customers. Administrative reporting of estimates in progress, completed estimates, and associated costs, are tracked monthly and provided to the Associate Director for Work Control. The following graphs detail the number of estimates produced through Work Control in FY06 and the average number of new estimate requests per working day in FY06.

Total Estimates per Fiscal Year



Estimates per Working Day FY 2006**Project Coordination**

The Project Coordinator reports to the Associate Director for Work Control. The Project Coordinator's responsibility is to work in conjunction with the shop foremen, trades people, suppliers, and clients to plan, schedule, coordinate, and communicate the activities of various Plant Operations maintenance, repair and replacement projects.

The position of Project Coordinator was added to Work Control in FY05 and has proven to be a valuable link in communication between the customer and the shops which are doing the work on these maintenance projects.

The Project Coordinator has been involved in numerous projects this year. These projects have ranged from roof top A/C units to condensate receiver units. Beginning in March of this year, the Project Coordinator has been working on replacing the floor tile in 28 core equipment rooms in MSRBI, MSRBII & MSRBIII. At the end of FY06, 4 rooms remained on the list of projects. In FY06, the Project Coordinator began coordinating the installation of card readers in several buildings. Over the course of several projects, processes were revised and improved. The end result is a process that relieves the Key Office staff of some work load, improves communication with our customers, and results in more timely completion dates.

Shutdown Coordination

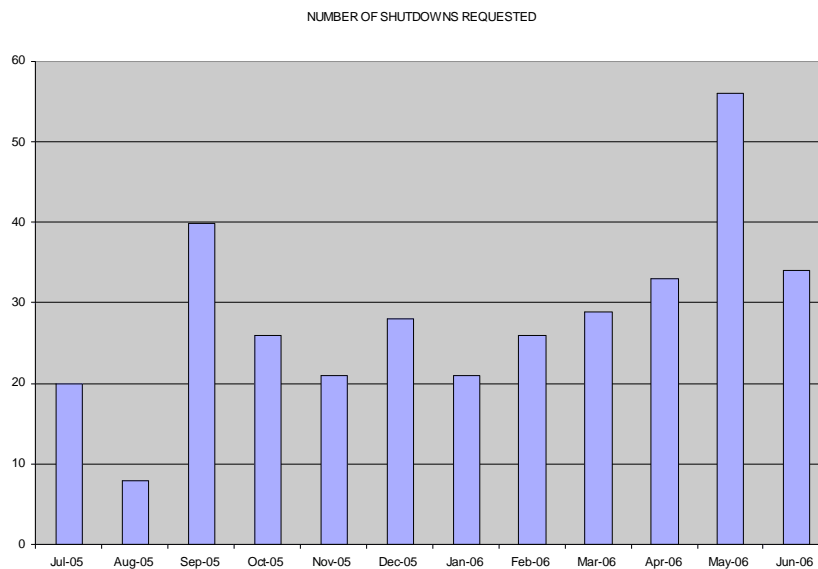
The Shutdown Coordinator reports to the Associate Director for Work Control. The Shutdown Coordinator's responsibility is to work in conjunction with the Plant Operations foremen, project managers from Architecture, Engineering and Construction, building facility managers and others, to schedule and coordinate the shutdown of utilities to University buildings.

It is also the Shutdown Coordinator's responsibility to maintain the "Shutdown Management System". This includes compiling building information, building contact information, types of equipment in buildings, critical equipment in buildings, departments occupying each building, and to store shutdown information by building, date and shutdown type and to keep information up to date.

2006 was the first full year of activity for the Shutdown Coordinator and it was a busy year. In addition to all the shutdown activity, the Shutdown Coordinator:

- Worked on special projects, such as the City of Ann Arbor water meter replacement project. The Shutdown Coordinator assisted the Project Coordinator of Work Control in scheduling the shutdown or bypass of domestic water to replace the City of Ann Arbor water meters in University buildings. This project was completed in November of 2005, on schedule.
- Started "Heads Up", a new web-based feature which allows customers to notify Plant Operations when special activities are going on in their areas. The Shutdown Coordinator then alerts Plant Operations shops of these activities.
- Attends "Neighborhood" meetings as the Work Control representative.
- Provides shutdown process presentations to management, foremen and shops.

A total of 342 shutdowns were scheduled through Work Control to be performed in Fiscal Year 2006. The following graph provides a breakdown of shutdown activity by month.



Performance Measures Reporting

Through FY06, Work Control produced monthly performance reports for each shop in Facilities Maintenance, Construction Services, and Utilities. We had several new reports created this year. In addition to providing the reports each month, Work Control has implemented training at the shop level for supervisors to better understand the meaning and usefulness of the reports.

Work Control has also created many custom reports for shops and for Plant Operations customers. Several of these reports are produced on a monthly basis and distributed via email, in one-on-one meetings with customers, and through UM Mail Services.

Plant Operations Web Site

The Plant Operations web site continues to expand in the number of pages, in the information presented, and in usage by staff, customers and the world! In April 2006, the Plant Operations web site recorded its busiest month ever with a record 217,932 requests for pages.

The POCC continues to receive work requests every day through the web. The web connection to FMS, called Web FM, was revamped in 2005 and functionality improved. Our “Make a Comment” and “Ask a Question” features remain popular with customers. In the past year, we added features for the new Shutdown Coordination provided by Cindy Fowler. We also added a feature called “Heads Up!” which allows building facilities staff to alert us to special events or activities going on in their buildings. When we receive a Heads Up, we take steps to alert Plant Operations staff.

It is a challenge to keep all of the information presented on the web site timely. Through the efforts of the Plant Operations Web (POW) Team and the hard-working webmasters in Plant Administration, updates are almost a daily occurrence on the web site. Having hard working POW Team members so actively involved has resulted in many comments from users praising the features and information presented on the website.

Work Codes

The new work code system implemented by Work Control in 2003 has been working well. We continue to process requests for new work codes, as well as handle questions pertaining to existing codes. We created several new codes this past year. Frequently, we are asked to distribute additional laminated cards with the work codes for various shops. The laminated cards list all of the codes that a particular tradesperson or mechanic may use.

Plant Building Photo Board

With over 500 employees in the Plant Building at 326 E. Hoover, it can be difficult to put a name with a face. Addressing this situation is a main purpose of our Photo Board, which is located in the hallway of our Plant Building, near the Sheetmetal Shop. Here, the faces of Plant employees can be matched with their names and departments.

In FY2006, we photographed 57 Plant Building employees and made numerous changes to our board. We continue to schedule photo sessions periodically and update the photo board with changes as needed.

Service Guide

The Plant Operations Service Guide is a comprehensive compilation of the services provided by Plant Operations. Originally created in 2003 by Work Control, we continually receive feedback to include new topics or to update existing information. The Service Guide is a quick way to find answers to questions such as: Who cleans whiteboards? Who will repair a broken bathroom mirror? How can I request new carpet and many, many more concerns. Customers can also determine whether services are covered under the Plant Operations general fund or will be performed at customer expense.

In 2006, the Service guide was updated extensively with new information, updated information, and updated links to web sites. Within the Service Guide, links were created that will allow the user to jump quickly between subjects with related information.

The Service Guide can be found on the Plant Operations website (<http://www.plant.bf.umich.edu/>) by clicking on “Service Guide” icon on the home page.