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The Plant Exchange

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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“Campus Fall Leaves” photos taken by David Judge.

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A MESSAGE
From the Executive Director  Rich Robben

It is now fall; the students are back, the University is in full service, and Plant Operations is involved in a titanic (referring to the Titans of Greek Mythology not the ship) endeavor to completely change our service methodologies for Custodial and Maintenance operations. Regarding these changes, staff continue to ask me “why?” or “why now?” I have also received questions like: “Weren’t we among the best, already at the top of our game?” or, “The old way was better, can’t we go back?”

The answers to the above question “Why now?” lies in the reality embedded in the surrounding economic environment. Following the financial crises of 2009, circumstances are changing more rapidly than they ever have in the past. University endowments have decreased greatly as the financial markets have declined. The automotive industry and manufacturing in general, which makes up much of revenue for the state of Michigan, have plummeted, taking thousands of professional and blue collar jobs. The State of Michigan is cutting appropriations to higher education, and the Federal stimulus package, which was used in part to bridge this year’s state budget, will no longer be available for budget year 2012. Therefore, we were required to figure out the best ways to meet our mission of caring for the facilities of this great institution at a reduced cost while maintaining our level of service. The financial times dictate now and the opportunity to transfer workers to new space is also now. To ignore these two drivers at this time would be ill advised and reflect poor decision making on management’s part. So both cost and service are the objectives. If we continue with “area” methods of cleaning and what I’ll call “craftsmen” methods of maintenance, we will not meet both objectives.

I firmly believe that if we remained on our path of excellence over the coming years, that maintenance and custodial methods would have moved in this direction anyway. However, I think you will agree with me that the dramatic environment changes and the corresponding funding reductions required us to take action this year. I know that I can count on each of you to do your part to make this happen!
Have you ever needed to move your desk or overheard compartment? Have you ever wanted the drawer on the other end of your desk? Have you ever moved your office and needed the cubicles disassembled and reassembled in the new location? These are just a few of the requests that come in that require reconfiguring and moving office furniture.

Over the past couple of years the Moving & Trucking department has been doing more and more office moves that involve moving Steelcase office furniture. Earlier this year, changes were made with the Millwright shop and the Moving & Trucking department took on the responsibility for moving and reconfiguring office furniture.

On September 24th, the Moving & Trucking department held an all day training session with Art Holden from Steelcase. The staff learned about 3 systems, Series 9000, Answer & Avenir. These are the 3 main systems that are used on campus. This hands-on training was something the staff had asked for and really felt was needed. Our staff has access to DVD training for some of the other systems that might be used. Thank you to Gail Chapman and Jennifer Magoon-Judge from AEC for allowing us to use space at Varsity Drive. This allowed the staff adequate space to learn in an environment similar to the conditions they will be working with.

If you have a need for these services call 7-2059 and set up a work order. If you have questions about Moving & Trucking or need further assistance, contact Doug Schoener, Foreman at 764-2487.
Most U-M students and staff were familiar with the University of Michigan’s dual-stream recycling program in which paper and containers were collected separately for recycling. However, the campus is now converting to single-stream recycling!

What is single-stream recycling? No more separating! Single-stream recycling allows all paper and container recycling to be placed into the same bin. This means that all recyclables should be placed into the blue dumpsters labeled “Recyclables.”

Additionally, this change will allow for expanded plastics recycling. The U-M Recycling Program will now accept plastics #1-2 and #4-7 (Styrofoam will still be collected separately). This means all those yogurt cups and frozen food trays will now be recyclable!

While dumpsters across campus will be relabeled this month to reflect the changes in the recycling program, recycling bins within buildings will have lids replaced, where possible. Lid replacement in buildings will occur gradually throughout the 2010-2011 academic year. While bins may continue to be labeled “Paper” or “Containers,” campus community members can place recyclables in either bin.

A complete list of acceptable materials and the building transition schedule can be found at www.recycle.umich.edu. As always, if you have any questions, feel free to email us at recycle@umich.edu.

WORK MANAGEMENT
Welcome Crystal and Kathy! by Jesicia Klein

Crystal Barnes
Crystal will be joining us on the midnight shift (11:30pm – 7:30am, Tuesday thru Saturday). Crystal comes to us with a background in emergency dispatching for a Professional Answering Service, servicing a variety of companies including HVAC companies, doctors offices, apartment complexes, etc. as well as the knowledge gained from her most recent position as the lead custodian/preventative maintenance person at an elementary school. In this position Crystal also served as her union steward, becoming familiar with those practices, policies, and procedures.

Kathy England
Kathy will be joining us on the split schedule (Monday, Tuesday, and Friday 7am – 3:30pm, Wednesday 12pm-8pm, and Saturday 7:30am -3:30pm). Kathy comes to us with a background in customer service and process improvement. Kathy has knowledge of and has worked to apply Deming’s philosophy in her work situations to create a more productive environment. Although her last position was in sales, the skills she mastered in that atmosphere, such as attention to detail, customer follow up, and problem solving, are completely transferable to our environment. She also strives to continually improve her team environment to enhance customer service.
It won’t be long before Plant’s updated DACUM are linked on LearnerWeb. Plant Academy is proud of the collaborative effort in every Plant department to update and refine this excellent training assessment tool. We are also proud of a new feature within the Plant DACUM: a reference table for the eight U-M Organizational Competencies.

If you did not know, U-M has a set of competencies identified for every staff member on campus. This is your chance to become acquainted with the competency model, which is a set of abilities and qualities identified as broadly important for every staff member to possess, develop and learn—regardless of his/her job at the University. The model is organized into levels; early professional to top executive. A key benefit of an institutional competency model is that it encourages everyone to learn “the University of Michigan way”—the behaviors that contribute to the university’s mission and values every day and across every job function.

The bottom line of a competency model is this: there is always room to grow and there is always learning that can take place regardless of your job or rank, or how well you do what you do. Below is a summary of the eight U-M competencies. Plant Academy has added a brief definition after each, for the benefit of Plant Exchange readers. For any individual or group that would like to dig deeper into the language of the U-M Competencies, contact Sarah Ely at Plant Academy 734-647-0831.

1. **Advancing the Mission**: demonstrate an understanding of the mission of the University and its structure. Articulate one’s own role on fitting in to the mission, and others roles and hierarchy relating to one’s job.

2. **Building Relationships**: professionalism demonstrated through communication, cooperation, team orientation, acceptance of others, and respect for diversity.

3. **Communication**: effective verbal and non-verbal behaviors in work with customers, co-workers, supervisor, others.

4. **Creative Problem Solving**: critical thinking skills; development of ideas, processes and approaches for improvement and innovation that align with the strategic direction of the unit.

5. **Development of Self and Others**: pursuit of learning to develop self and others; application of new knowledge and skills to work performance; professional goal setting; open to performance feedback.

6. **Flexibility/Adaptability to Change**: strives to understand and accept the need for change; constructively voices concerns and proposes alternatives; cooperates in the implementation of change.

7. **Leadership/Achievement Orientation**: professional behaviors align with the ethics and values of the unit; observance of the practices and procedures outlined in local and U-M policy guides; accountable for work performance; observes safe work practices and policies; uses resources efficiently and effectively.

8. **Quality Service**: establishes and maintains effective relationships with internal colleagues and external customers in a manner that is productive and satisfying to the business outcomes with available resources.

The emphasis in Plant DACUM is very specific to Plant processes, technical competencies and Plant business practices—and will not be developed to correlate directly to these broader competencies identified at U-M. However, Plant Academy programs feature plenty of content which address a majority of the U-M model. For example, Plant Operations Orientation Program and the IFM Overview both address the first competency: Advancing the Mission. The university's HRD offers central training opportunities that map to the eight competencies; their catalogue is organized to track in this way and can be an additional resource of training and development when indicated.
Presenting Plant Academy’s Graduation Class and Golden Apple Award Winners by Anna Balhoff and Sarah Ely

The 17th graduation ceremony of Plant Academy’s Supervisor Leadership and Introduction to Facilities Management was held on June 8, 2010 at the Plant Operations Management Forum at Palmer Commons. Nineteen staff members received certificates from either the Supervisor Leadership or the Introduction to Facilities Management Certificate Programs. One employee was recognized for completing both certificate programs during the ceremony. We also had three graduates from Architecture, Engineering and Construction (AEC). The Practical Supervisor Tier 1 had a graduating class of twenty-one Plant Operations employees who received standing recognition. There were eight Golden Apple Award recipients, “Employees in the field who are recognized as offering an exemplary contribution to on-the-job training.” Congratulations to all!

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**Supervisor Leadership Certificate Program**
David Early  Steven Snyder  Rosemary Hood, AEC  Alan Hunt, AEC

**Introduction to Facilities Management Certificate Program**
David Early  Richard Eathorne  Michael Gaubatz  Irena Graham
Lowell Hanson  Alysia Kolascz  Paul Kroll  William Kronberg
Jacqueline Marshall  Vershawn Miller  Brian Morgan  Kevin Morgan
Sandra Montgomery  Denise Schroeder  Mechelle Ormsby, AEC

**Practical Supervisor Tier 1**
Eric Albert  Karl Altenbernt  James Barnes  Kristin Brancheau
Shelly Carpenter  Robert Doletzky  Sarah Ely  Theresa Gleason
Linda Hawkes  Samuel Hess  John W. Krantz  William Kronberg
David Lammers  Judd Nearhood  Sue Nylen  Kevin Perkins
Douglas Schoener  Denise Schroeder  Steven Snyder  Thomas Sullivan
Judith Witter

**Golden Apple Award**
Shelly Carpenter  John Cosgrove  Katie Culver  Jim Hadden
Diane McVey  Rob Pollina  Karen Rothfuss  John Wiltse

Golden Apple Award Winners June 2010  Plant Academy Graduating Class - June 2010
Roof Protection for Rooftop Staging Projects
by Dennis Krieg

Roof projects seem to be on everyone’s “to do list”. A building’s roof is the first line of defense against Mother Nature. The following are designated as roof Do’s and Don’ts to help maintain the integrity of the facility:

DO
Call the Roofing Shop at 647-2059, when planning your project to ensure incorporation of proper roof protection into your project plan.
Inform the Roofing Shop of the scope and timeline of the project.
Call the Roofing Shop if you need assistance.
Call the Roofing Shop for immediate repair response if you puncture the roof.
Remove all debris and materials from the roof.
Call the Roofing Shop for final inspection upon project completion.

DON’T
Walk or place any tools or materials directly on the roof membrane.
Try to repair the roof yourself. Some roofs are under warranty and certain restrictions involving repairs and repair materials may apply.
Leave debris or materials on the roof. These objects can wash down into the drains and plug-up the drainage system.
Leave roof protection plywood unsecured or without weight to hold it down. The plywood acts like a giant kite when winds pick it up.
The preferred method of providing roof protection is to lay 1” Styrofoam insulation on the roof membrane, then add 3/4” plywood sheets which are attached to each other around the perimeter of the plywood in order to create a work and materials storage area. Upon removal, please call the Roofing Shop for a final inspection.
Thank you for caring about the roof and the building occupants during your project. Your customers will appreciate it.
**FM Electric Shop Instrumental in U-M’s Energy Conservation** by Michael Gramza

Even though the Facilities Maintenance (FM) Electric Shop is very busy maintaining and repairing the various electrical systems here on campus, we also contribute to the University’s mission in other important ways. We are instrumental in helping Planet Blue’s effort to reduce energy consumption.

The FM Electric Shop partners with Planet Blue and Utilities and Plant Engineering (UPE) by constructing the energy savings projects that are designed by these groups. Many of the projects conserve energy in our campus buildings by automatically curtailing the lighting and Heating, Ventilation and Air-Conditioning (HVAC) systems during periods when building occupancy diminishes. Occupancy sensors are installed at strategic locations such as hallways, offices, conference rooms, and classrooms. When no one is present, the lights go out and the HVAC system is reduced accordingly. Other projects employ “day-lighting” techniques that reduce building lighting as natural sunlight helps to illuminate the space. As Planet Blue and UPE continue to innovate ways in which campus community can save energy, the FM Electric Shop will continue to innovate and be a provider of choice with project installations.

**PLANET BLUE**

**Save Energy, Save Money, Save the Planet!** by Anuja Mudali

*Planet Blue is making great strides towards reducing energy consumption on campus. Because of the individual efforts and occupant participation, and the extensive energy conservation work done by Planet Blue teams and Plant Operations, we have decreased energy consumption by an average of 11% and reduced our energy costs by $2.3 million. This is equivalent to removing 9,534 metric tons of CO2 from the environment or 1097 average cars off the road.*

The Planet Blue website has a summary of FY 09 results. Individual building results (for the first 30 buildings) are posted to the building page. Since 2009, the teams have completed 65 buildings and another 29 buildings are targeted for FY 2011.

**Party for the Planet** - EarthFest 2010 brought together 1500 students, staff and faculty from Central and North Campus to celebrate sustainability. Participants had an opportunity to interact with campus departments and student groups and received both a pledge card with ideas on how to live sustainably and a reusable spork (spoon/fork/knife combination utensil). Everyone was encouraged to sign a pledge banner indicating commitment to adopt sustainable behaviors.

A major focus of the event on Central Campus was the waste sort. Volunteers sorted through one day’s worth of garbage which was collected from a nearby campus building. The sort yielded 40% recyclables that would have ended up in the waste stream. The purpose was to showcase the need for continued attention to recycling and waste reduction.
On August 4, Plant Operations had the privilege of honoring six retirees at the Kipke Conference Center.

Participating in the Celebration and being honored were: Ken Easley from Facilities Maintenance, Plumbing Shop with 41 years of service; Velma Jones from Plant Building and Grounds Services with 39 years of service; Mitch Sneed from Facilities Maintenance, Millwright Shop with 36 years of service; Joyce Marshall from Plant Building and Grounds Services with 21 years of service; Tom O’Brien from Plant Material and Moving Services with 19 years of service; and Patricia Bell from Plant Building and Grounds Services with 17 years of service.

Rich Robben, Executive Director, opened with welcoming words for visitors, guests, and employees as well as congratulations for the retirees. Following the welcome, each retiree was honored with a few words by members of their department.

There was a large turnout of family and friends. Throughout the celebration, the guests enjoyed refreshments and had the opportunity to chat with and congratulate their retiring co-workers.

The next Retirement Celebration is scheduled for February 2, 2011. Watch for more details as this time grows near. If you are planning to retire, we would like to encourage you to participate in the next Plant Operations Retirement Celebration. Please contact the committee member for your area (please see the committee list below) and allow Plant Operations and your co-workers to celebrate your accomplishment!

Retirement Celebration Committee by department: Plant Building & Grounds Services- Jan Allen; Construction Services-Jeanette Craft; Facilities Maintenance-Gina Flowers; Plant Administration-Betty Alberts; Utilities & Plant Engineering-Lisa Sheldon; and Work Management-Von Hardesty.
This spring the UPE department’s Utility Records Integration (URI) team completed its goal of developing a fully functional web interface that allows authorized users to access utility information through the internet without having to install special software on their desktop computers. Based on shop feedback, specialized tools were developed and added to the interface in order to make the process of finding information easier and more intuitive.

The primary goal of the URI department is to reduce the overall operating cost for UPE by providing more efficient means of managing critical utility information and providing the tools to make each shop more efficient. Making critical utility information easily accessible through one system allows shops to reduce the time it takes to troubleshoot problems and respond to emergencies in the field as well as avoid accidental damage from digging without knowing what might be buried nearby.

This fall utility departments will begin using wireless hand-held devices which will allow access to the GIS system in the field. Currently, this information is only available on the desktop. This ability will make Miss Dig utility marking and other tasks much easier.

Training for this system was conducted over the summer and rolled out to UPE shops. The GIS system is now available to anyone in Facilities and Operations who is authorized to view this information.

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**Fun Facts in a Fun Format** by Judy Witter

In recent months, we have been asked to give some fun facts encompassing the service that we provide. I would like to take this opportunity to share some of this information in a format that would be fun for the reader – multiple choice. No need to do any research on the answers, just give it your best guess! (Answers are located on page 12.)

1. How much bulk gas is purchased, on average, for a single day’s use at UM (hint: average use for a building of 26,000 sq.ft. 36 ccf/day)?
   - A. 1,300 ccf  
   - B. 13,000 ccf  
   - C. 130,000 ccf  
   - D. 1,300,000 ccf

2. How many fiscal years have we been using our electronic billing system?
   - A. 6  
   - B. 7  
   - C. 8  
   - D. 9

3. On a monthly average, how many City of Ann Arbor invoices are processed for water, sewer, & storm?
   - A. 500  
   - B. 665  
   - C. 735  
   - D. 900

4. Can you guess the total combined age of the Business Services staff (5 employees)?
   - A. 170  
   - B. 183  
   - C. 195  
   - D. 204

5. How much electricity, in kilowatts, was purchased for fiscal year 2010?
   - A. 504,400,000  
   - B. 505,772,658  
   - C. 506,719,832  
   - D. 507,900,000
Welcome Aboard Roy!

by Richard Wickboldt

Please welcome Roy Anderson to Plant Operations as the Central Power Plant Maintenance Superintendent. Roy is a Yooper Michigander returning home to continue his professional career at the U-M. His experience and background as Plant Engineer with Bimbo Bakeries in Easton PA and Power House Manager with the Kellogg Company in Battle Creek the past 25 years will enhance the Central Power Plant as a member of the maintenance department. The CPP PO restructuring plan involves organizing all of the plant maintenance groups and project management into one maintenance department organization. As the Superintendent of the maintenance department, Roy will be aligning our work management into a coordinated effort of the CPP maintenance and operations departments and PO Work Management.

CONSTRUCTION SERVICES

North Campus Improvement Work by Bill Welch

Construction Services has taken an active role in the new North Campus Region Re-organization. We are now doing all of the minor improvements which were formerly handled by the designated zone. This work is mainly comprised of electrical but includes some carpentry and mechanical. Construction Services met with the zone supervisors and tradesmen who were performing the work in order to identify the customers and get a feel for the volume and complexity of the work. The zone team, comprised of Joel Foos and Lance Dicken, was very helpful in relaying information to the Construction Services team made up of Paul Guttman, Steve Bird, Steve Roberts and Bill Welch.

Using the information compiled from the meetings, Construction Services was able to create an Improvement Team designed to make the transition as seamless as possible. Members of the new Improvement Team are Dave Hawks, Steve Roberts, Ben Zick, Bernie Roulo, Steve Bird, and Taylor Jackson. Since taking over the NC Region improvement work, Construction Services has successfully completed more than 75 of the 100 work orders.

Answers for multiple choice questions listed on page 11.