Creating Tomorrow’s Duke Today by Building, enhancing and maintaining the campus environment.

Mission: To be stewards of Duke University by providing excellence in planning, design, construction, cleanliness, operations and maintenance for the University’s facilities, grounds, and utilities, in a safe, customer-focused, efficient and sustainable manner.
Facilities Management Strategic Initiatives Update

Facilities Management is very proud of the work accomplished by our employees in 2012. Our focus is on the safety of all employees and we continue to develop and roll out safety programs. This year we focused on providing new safety compliance training to University Housekeepers.

We began the process of retrofitting the majority of our street lights with LED light bulbs. Switching to LED lighting will reduce energy use in these fixtures by over 75%. We obtained the necessary permits and began work on the water reclamation pond which will provide water to chilled water plant #2 and increase non-potable water use. Duke University recently won the National APPA Sustainability Award, which recognizes the facilities management department that has integrated sustainable policies and "green" practices throughout all facets of the organization and embedded them within the educational institution.

We have made key hires in 2012, including Albert Scott, Senior Director of Grounds, Housekeeping, and Sanitation & Recycling Services and the Marine Lab, and Bryan Hooks, Director of Grounds. They have been working to make the Grounds and Housekeeping units top-notch organizations.

We continued with the Customer Focus Group Meetings, implemented a new employee recognition program, and continued our focus on Emergency Management Planning. We completed over $87 million worth of construction and renovation in 277 different projects.

Our office has also expanded the 7i work order system to automate and reformat overtime reporting, and continued to update our webpage to make information easy for our employees and customers to find.

This update reflects our annual review of our goals and priorities to ensure we are providing the best stewardship possible to Duke University.

Please contact John Noonan, Vice President for Facilities at john.noonan@duke.edu or Sarah Burdick, Director of Administration & Special Projects at sarah.burdick@duke.edu, if you are interested in more information about FMD.

2012 Highlights

- Completed Risk Assessment of University buildings.
- Won the national APPA Sustainability Award in Facilities Management.
- Incorporated University Housekeeping into our financial reporting as well as our management and safety training programs.
- Updated and distributed emergency plans including Snow, Severe Storm, Steam Shed, and Chilled Water Shed.
- Began work on tree management, emergency notification, and drought plan.
- Updated the 2024 Campus Master Plan.
- Developed a comprehensive directory of buildings and landscapes.
- Began project to replace campus street lights with LED bulbs and also removed 1,800 lbs of surplus refrigerant from campus.
- Continued renovating Baldwin Auditorium, Gross Hall, and the West Campus Steam Plant to LEED standards.
- Developed new budgeting process for new buildings and large renovations.
- Produced Asbestos, Walking-Working Surfaces, and Hearing Conservation safety programs.
- Trained over 140 employees in CPR and First Aid.
Facilities Management’s 10 Strategic Goals

In the fall of 2007, the Facilities Management Department began a series of strategic planning sessions in order to re-evaluate its goals and priorities to help prepare for a future that is both desirable and achievable. In the summer of 2008, the Department finalized a Summary of Strategic Initiatives that clearly states our new mission, vision, goals and actions required to fulfill them. Facilities Management’s Strategic Goals remain unchanged; but our priorities for the coming year have changed to reflect our work over the last several years. Our strategic goals are:

**Communication**: Provide timely, consistent and meaningful communication in all directions.

**Cost Management**: Continue to explore cost reductions.

**Customers**: Provide excellent customer service to our colleagues on campus.

**Employees**: Develop and retain a highly skilled professional and motivated workforce.

**Information Systems**: Utilize existing technology to provide accurate, accessible, transparent, and timely information.

**Planning**: Produce proactive, integrated and focused plans in all functional areas.

**Processes**: Establish and implement best practice for Project Delivery.

**Reliability**: Provide reliable backup services so customers experience zero interruptions.

**Safety**: Emphasize a safe work environment for our employees through education and training.

**Sustainability**: Remain a leader in sustainability
Top 14 Priorities for 2013

At our retreat in January of this year, we took the time to study our Strategic Goals in depth and discuss how to continue to work towards them. Facilities staff members listened to senior leadership who spoke to the challenges facing Duke University. Retreat participants than developed priorities for 2013.

**COMMUNICATION:** Enhance communication methods to effectively reach all facilities employees
Champion: Sarah Burdick
- Create new employee orientation program.
- Improve quality of and access to computers for employees.
- Develop standard items to be discussed at staff meetings throughout the department.

**COST MANAGEMENT:** Develop and pilot materials management program upgrades
Champion: Sam Duffort
- Integrate material management into 7i and streamline ordering process.

**COST MANAGEMENT:** Update and Improve the CMMS.
Champion: Steve Palumbo
- Upgrade 7i system, incorporate all functional areas into 7i, and integrate with SAP.

**CUSTOMERS:** Address customer survey feedback
Champion: Sarah Burdick
- Improve customer experience with work order process.
- Continue to host Customer Focus Group meetings.

**EMPLOYEES:** Strengthen Union Relations
Champion: Michelle Carter-Jenkins
- Develop guidelines for mentoring programs.
- Provide all staff with education, support and tools to build a better working relationship.

**INFORMATION SYSTEMS:** Create central building database
Champion: Adem Gusa and Steve Palumbo
- Consolidate various data sources into one central database to promote transparency and consistency in building data for use in planning and analysis.
PLANNING: Housekeeping and Grounds data, planning & scheduling project
Champion: Albert Scott and Bryan Hooks
- Collect ground acreage, building and room data to help facilitate planning, scheduling and appropriate staffing levels.

PLANNING: Develop a pedestrian lighting walk/plan
Champion: Mark Hough
- Establish a safe, logical and efficient pedestrian circulation system.

PROCESS: Building maintenance program assessment
Champion: Jack Burgess
- Work with key staff members from each area of Maintenance to identify priority areas for improvement.

PROCESS: Design Standards and Project Delivery Guidelines
Champion: Paul Manning
- Update project delivery guideline.
- Update design guidelines and standards.

RELIABILITY: Integrate risk assessment and renewal into building and utility project planning and implementation
Champion: Russell Thompson and Paul Manning
- Integrate renewal planning with risk assessment to drive priorities in existing facilities.

RELIABILITY: Electrical Emergency Response Plan
Champion: Cash Davidson and Aurel Selezeanu
- Analyze the impacts due to failures of part of the Duke University electrical system.
- Determine our ability to supply power to critical facilities and the procedures required to do so.

SAFETY: Improve DART rate across department
Champion: Mike Snyder
- Reduce the number of sprains/strains resulting in DART injuries.
- Roll out the Electrical Safety Program.
- Increase the safety compliance in University Housekeeping to > 95%.

SUSTAINABILITY: Implement LEED+ Policy
Champion: Steve Palumbo
- Determine energy targets for buildings.
- Update LEED policy with new targets and develop modeling standards.

Duke FACILITIES MANAGEMENT