

FACILITIES MANAGEMENT STRATEGIC INITIATIVES UPDATE



Artistic rendering of future water reclamation pond.

April
2012

Building Tomorrow's Duke Today
by creating and maintaining campus facilities.

Mission: To provide excellence in planning, design, construction, operations and maintenance for Duke 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 2011. Our focus is on the safety of all employees and we continue to develop and roll out safety programs. This year we also launched a safety web page on our website so that training, reporting, and programs are easily accessible to our employees.

FMD continues to help create a greener Duke in many different ways. The last piece of coal was burned on campus in 2011, solar panels were installed on the Bryan Center, a solar powered vehicle joined our fleet, and all new construction was designed to LEED standards. Design work began on the water reclamation pond which will provide water to chilled water plant #2 and reduce Duke's dependency on city water by 20%.

On July 1st, the University Housekeeping division was incorporated into Facilities Management. Since then we have met with customers, supervisors, and housekeepers to learn how the department operates and how best to incorporate it into Facilities Management.

We continued with the Customer Focus Group Meetings, we successfully redeployed our steam plant employees, and we continued our focus on Emergency Management Planning. We completed over \$80 million worth of construction and renovation in 271 different projects.

Our office has also expanded the 7i work order system to new customer, automated and reformatted 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, VP for Facilities at john.noonan@duke.edu, 919-660-4252 or Sarah Burdick, Director of Administration & Special Projects at sarah.burdick@duke.edu, 919-660-2519 if you are interested in any further details.



Solar Panels on Bryan Center

2011 Highlights

- Continued to enhance safety programs by launching safety web page and continuing to roll out safety programs.
- University Housekeeping moved to Facilities Management, doubling the size of the department.
- Developed and implemented emergency plans such as Steam Curtailment and Severe Storm.
- Executed an excavation permitting procedure.
- Wrote new design guidelines and made them accessible on the FMD web page.
- Burned the last piece of coal at Duke in April, 2011, and successfully redeployed employees who worked in Duke's coal burning plants to steam and chilled water positions.
- Designed and installed a solar hot water system on the Bryan Center and completed temperature control policy.
- Built Pascal Field House, Chilled Water Plant #2, and K4 dorm to LEED standards.
- Conducted a customer satisfaction survey
- Expanded 7i work order system for improved reporting.

Facilities Management's 10 Strategic Goals

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.

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.

Cost Management: Continue to explore cost reductions.

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

Processes: Establish and implement best practice for Project Review.

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 12 Priorities for 2012



Our 10 Strategic Initiatives are championed by a team leader as well as a team of employees across all functional areas in the department. While there are many actions within each Initiative, we prioritized all areas and developed the Top 12 Priorities to focus on for the upcoming year.

COMMUNICATION: Improve and enhance the Facilities Maintenance website

Champion: Sarah Burdick

- Begin to publish an inventory of campus buildings.
- Highlight new projects underway on campus.
- Continue to update and maintain webpage to ensure information is current and accurate.

COST MANAGEMENT: Develop useful reports to manage identified costs.

Champion: Sam Duffort

- Create a more systematic work planning process by reorganizing work order groupings.
- Revive project database in order to track projects by systems and customers.

CUSTOMERS: Improve customer satisfaction via better communication.

Champion: Sarah Burdick

- Work to improve communication component of work order process so that customers are better informed.
- Continue to host Customer Focus Group meetings.

EMPLOYEES: Assess Department Work Culture

Champion: Michelle Carter-Jenkins

- Develop and distribute a department wide survey that addresses a wide range of topics concerning current department operations.
- Compile responses to target areas of improvement.
- Work to incorporate housekeeping staff in awards programs, employee communication, and employee events.

INFORMATION SYSTEMS: Improve Geocortex functions

Champion: Adem Gusa

- Update Geocortex interface
- Update aerial photos of campus.



Keohane 4 Dorm

INFORMATION SYSTEMS: Document Management System

Champion: Russell Thompson

- Inventory all Department drawings, specifications, procedures, manuals, policies and forms that need to be stored as electronic documents and provide a complete management system for engineering documents in a project environment.
- Implement the appropriate system which will improve department operations in an orderly, efficient and accountable manner by making a common system to be used by employees with efficient search and retrieval functionality.



Interior of Paul Gross Hall (formerly Gross Chem)

PLANNING: Emergency Response Planning

Champion: John Noonan

- Continue to develop departmental plans and programs in coordination with the University Emergency Management Plan.
- Integrate all emergency response planning with the facilities risk assessment.

PROCESSES: Project Manual

Champion: Paul Manning

- Complete internal review of OPM Procedures Manual to create a working tool that provides a common understanding on the standards, processes and procedures related to projects.

PROCESSES: Project Manual

Champion: Paul Manning

- Continue to publish new Design Guidelines on the FMD website and review and update guidelines on a regular basis.

RELIABILITY: Facilities Risk Assessment

Champion: Russell Thompson and Jack Burgess

- Continue to assess current mitigation measures in place and identify measures that need to be developed.
- Confirm current risk profile by evaluating facilities, as well as identify and prioritize any deficiencies and create action plans to correct.

SAFETY: Continue development and roll out of safety programs

Champion: Mike Snyder

- Continue development and roll-out of safety programs in the department.
- Ensure that all safety information is easily found on the web and kept up to date.

SUSTAINABILITY: Explore and Implement Energy and Water Savings Measures

Champion: Steve Palumbo

- Reduce energy use by existing buildings.
- Continue upgrading steam, water, and electric meters.
- Pursue permits for water reclamation pond.

