University Services
Facilities Management

Facilities Management is responsible for all grounds, buildings and the energy management needs of the Twin Cities campuses of the University of Minnesota. Facilities Management (FM) works to ensure a quality environment for students, faculty, staff and visitors in support of the University’s mission of teaching, research and outreach. FM’s responsibilities include over 23 million square feet in more than 250 buildings across 900 acres in the Twin Cities, and support services for the Duluth, Morris, and Crookston campuses.

FM transformed itself over the last several years from a traditional facilities management organization into a property services model. This has included focusing on a new culture that demands accountability and places a premium on clear communication. Moreover, FM responded to the FY10 budget reductions by implementing efficiency and cost savings projects in the areas of custodial, maintenance, energy conservation and inventory management. These projects were put into practice over a 12 month period and resulted in a recurring annual savings of $10 million. The projects were geared to minimize impact on customer service and employees as much as possible. For example, the $3.2 million reduction in custodial services resulted in a mere one percent drop in customer satisfaction while no employees were involuntarily laid off. This was accomplished through the use of federal stimulus funds and managing attrition over an 18 month period.
Vision, Mission and Purpose

**Vision** – To become world class in delivering Customer focused and Cost-effective service while promoting a Culture of accountability.

**Mission** – To provide a safe, functional, clean, and welcoming campus.

**Goal/Purpose** – Responsible for the physical assets of the University to ensure a quality environment for students, faculty, staff and visitors in support of the University’s mission of teaching, research and outreach.

Strategic Objectives

**Customer Perspective** – FM is focused on building strong relationships with students, faculty and staff so that we can anticipate their needs and customize our services to meet them. Our intent is to expand the property services model in which we shift away from taking care of buildings and building systems, to partnering with the people in the buildings to support their teaching, research and outreach programs.

**Continuous Improvement & Innovation** – FM strives to create, implement and enforce processes that encourage continuous improvement in our operations. The current focus areas are (1) demonstrating sustainability, (2) balancing service quality, consistency and cost effectiveness, and (3) formalizing information driven decision making processes.

**Learning & Growth** – To reach our goal of world class service, FM determined that there must be accountability at every level of our team. Each FM employee has been given clear expectations and receives a performance review annually. At a unit level FM publishes a monthly scorecard tracking our progress against performance metrics.

**Accountability** – FM’s goal is to provide quality service at a competitive price. This entails continually reviewing all aspects of the operation, from processes to parts, in order to increase the value we can bring to the university.
Primary Services

District Operations
- Custodial Services
- Service projects
- Maintenance

Central Services
- Asbestos Abatement
- Elevator Services
- FM Stores
- Landcare
- Signs and Graphics
- Safety and Risk Management
- Waste and Recycling
- U-Construction

Utilities and Engineering
- Utility engineering and operations
- Facility engineering and energy efficiency
- Utility accounting and billing and engineering records

Information & Process Management
- Facilities Management Customer Service Center
- Business Application Support and Central Planning
- Process Improvement and Strategy Implementation
Academic Enterprise Support

Facilities Management builds strong relationships with students, faculty and staff in an effort to anticipate their needs and customize our services to meet them. Focusing on customers represents a shift away from taking care of the university’s buildings and towards caring for the needs of the people and programs in them.

In 2009, FM launched the Twin Cities campus “It All Adds Up” energy conservation program and set a five percent energy reduction goal for fiscal year 2010. This goal translates to a savings of more than $2.25 million annually and results in 25,000 fewer tons of CO2 being released into the atmosphere. That goal was reached at the end of March, 2010—three months earlier than originally planned. In addition, in spring of 2010 the U of M was one of seven Minnesota businesses recognized by Xcel Energy for outstanding efforts to save energy at its annual Energy Efficiency Expo in downtown Minneapolis. Xcel recognized the university for the Largest Electric Savings by a Commercial Customer.

Facilities Management has also made a focused and intentional effort to connect with university students. In addition to employing 338 students in fiscal year 2010, student participation has been incorporated into many FM initiatives.

In some cases, the active involvement of students has allowed FM efforts to gain a higher profile, and extend influence and recognition among people who do not normally experience FM Services. Specific examples include the participation of the Student Power Police in It All Adds Up events, the Unsung Heroes dinner hosted by Sigma Pi fraternity, and participation in the Move In Move Out recycling and reuse program.

FM has also worked to improve the connection between FM service providers and their customer base. Specific examples include:

1. Bridge Group – employees appointed by Deans to represent them in conveying facilities related information to FM and other University Services organizations

2. Service Level Agreements – a signed agreement with consumers of FM services that clarifies points of contact, services and associated costs, and metrics to monitor performance

3. Senate committees – FM is an active participant in the Faculty Senate and the Subcommittee on Twin Cities Facilities and Support Services

4. Advisory Committees – each campus district has an information/communication network of college/unit representatives interacting with FM district staff
Current Challenges

- Developing closer relationships with our customers to ensure that our facilities support the mission of the university today and in the future
- Optimizing the University’s 28 million gross square feet of space and making reductions where appropriate
- Advancing the implementation of the Property Services model
- Becoming more sustainable while maintaining reliable operations and staying within available resources
- Integrate the work of FM districts, U Construction and CPPM as they deliver projects to Improving consistency of service delivery across districts
- Use data effectively to make better decisions
- Developing more effective productivity and quality measures to help improve our business

Current Initiatives

- “It All Adds Up” energy conservation program
- Collaboration with Capital Planning & Project Management and Space Management on space optimization
- Increasing our understanding and use of facility condition data
- Improving maintenance and custodial efficiency through equipment, technology and streamlined processes
- Expansion and maturity and of University’s Business Intelligence strategy, technology and tools as comprehensive decision support system
Financial Overview

Facilities Management receives funding from central cost pools to perform operations and maintenance (O&M) activities. These charges are allocated back to supported units on a square footage basis. Additional work is performed by FM as requested and is charged to the requesting department as internal sales (or non-support revenue). The Utilities cost pool is allocated to all customers based on actual consumption at a building level. FM also receives funding from the state that is targeted at maintaining the university’s significant asset base. This Higher Education Asset Preservation and Replacement funding—also known as HEAPR funding—is used for major building repairs such as roof replacements or HVAC upgrades, and is not included below.

Budget

FM maintained a $198 million budget for FY11 as shown in this graph.

The O&M Cost Pool is used for activities such as custodial, maintenance, repair projects and land care. Supported utilities such as chilled water, water, sewer, sanitary and storm water are also included.

The Utilities Cost Pool is primarily used for steam, and electricity, but also includes engineering services and building automation systems.
Workforce

As of April 2010, FM units included 1120.75 Full Time Equivalent employees with an actual headcount of 1210.

<table>
<thead>
<tr>
<th>Facilities Management Personnel Data</th>
<th>Student</th>
<th>Union</th>
<th>Professional or Academic</th>
<th>Civil Service</th>
<th>Grand Total</th>
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<tr>
<td>Employee Headcount</td>
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<td>15.00</td>
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<td>884.75</td>
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</tbody>
</table>

FM has seen significant reductions in headcount over the past few years. The actual FTE count in April of 2010 is down 138 from the 1231 actual FTE in April 2008. A detailed look ahead of scheduled and funded work takes place on a weekly basis to ensure resources are made available precisely when needed. Contract labor is used to augment the resource pool when appropriate. FM also maintains external partnerships with many contractors who provide various materials and labor services. Foster Wheeler, a global engineering and construction contractor in the Twin Cities, operates the steam plant that generates steam for the UMTC campus. FM also contracts with Managed Services Inc. for property services for West Bank Office Building and the University Office Plaza, and PCL Construction Services for construction management for small to mid-range projects.
Regulatory Responsibilities

Facilities Management has responsibility for the following U-wide policies:
> Managing Energy Supplies
> Distributing Publications and Installing Banners at the University

Facilities Management has enforcement or compliance responsibility for the following requirements:
> OSHA (employee safety and healthy work practices)
> MPCA (carbon emissions, waste water, waste disposal, refrigerant usage)
> Building Codes (life safety requirements, remodeling and maintenance activities)
  – NFPA (fire protection sprinklers, alarms, generators)
  – ANSI standards (eye wash stations)
  – NEC (electrical work)