

Facilities Management Annual Report 2005-2006



The mission of Facilities Management at Rowan University is to create and sustain the physical environment where the University's mission can be fulfilled.

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INTRODUCTION

Facilities Management at Rowan University has developed over the years into an organization that addresses all aspects of the built environment. Included in this are planning and construction of new facilities, operations and maintenance of existing facilities and grounds, and management of the University's resources to achieve the institution's mission.

Organizational Structure: 2002-2005

At the start of FY2006, Facilities Management at Rowan consisted of two departments: Facilities Planning and Construction and Facilities Operations. These were established as separate departments in 2002, both reporting directly to the Vice President for Administration and Finance. Prior to that, the different units reported to an Assistant Vice President for Facilities (AVP). The functional organization of Facilities at the start of FY06 is shown in Figure 1. A generalized timeline of functional roles and personnel filling them for the period from 1998 – 2006 is included as an attachment.

Facilities Planning and Construction was responsible for all phases of capital construction planning, design, and construction management. Capital projects have been managed by an in-house staff of construction managers, with design standards and permitting coordinated by a University Engineer. Resource Management was a function added to this department in 2003; this led to confusion and a need for clarification between energy management planning and energy management design and standards as applied by the University Engineer.

Facilities Operations was responsible for the day-to-day issues related to maintaining and operating the campus infrastructure. This included operation of the central heating and power production plant, addressing work orders for repair and maintenance, custodial services, and landscape and grounds management.

Financial management and planning was only loosely coordinated between these two units. Capital construction projects were administered by individual project managers, with administrative oversight by the Director of Facilities Planning and Construction. Some projects were funded by special capital bond issues (e.g. construction of major buildings or state-funded Capital Improvement Projects). In addition, annual appropriations for of approximately \$2.3M were allocated for capital construction, with a portion of this (typically \$750K) set aside for Facilities Operations' use for addressing smaller capital repair and renewal projects. The distinction of these different funding sources for capital projects was often blurred, with some capital projects receiving funding from different types of sources (*i.e.*, mixed funding). The lack of administrative oversight resulted in confusion over what activities could be undertaken within individual projects

Finance in Facilities Operations was managed by an Associate Director. This position was responsible for administration of business services for the various sub-departments (e.g. Central Plant, Structural Trades, Custodial Services, Landscape Management), as well as timekeeping,

payroll, and general finance (accounts payable, etc.). No counterpart existed in Facilities Planning and Construction.

Coordination between the activities of Facilities Planning and Construction and Facilities Operations was modest. Monthly meetings between the senior staff of these departments were established to provide an update on ongoing and upcoming projects and as a means to resolve coordination issues. In addition to Facilities staff, these meetings were attended by representatives from Network and Systems Services (a department within Information Resources, reporting to the Provost and VP for Academic Affairs) and Residence Life (reporting to the VP for Student Affairs). These coordination meetings were not frequent enough to address many issues, and did not include other essential campus stakeholders (e.g. Public Safety).

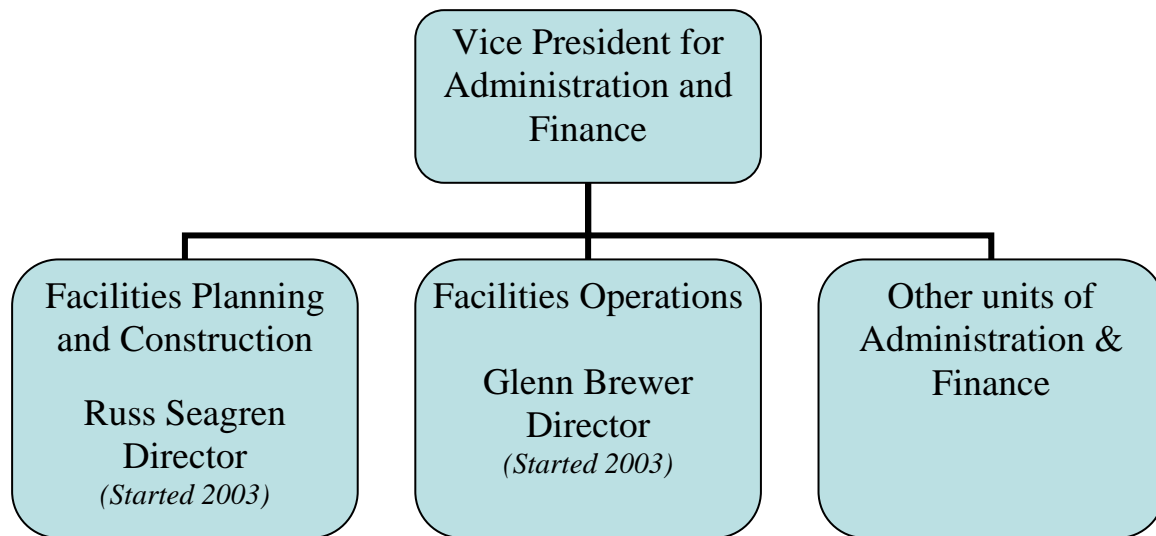


Figure 1: Facilities Management, 2002-2005

Organizational Structure: 2006

With the recreation of the position of Assistant Vice President for Facilities in December 2005, an opportunity existed for restructuring the areas within Facilities to better serve the University community. Weekly coordination meetings between Facilities Planning and Construction, the office of the University Engineer, Facilities Operations, Facilities Resource Management, and Landscape Services were initiated beginning in January 2006.

Mission and Goals

The mission of Facilities Management at Rowan University is to create and sustain the physical environment where the University's mission can be fulfilled.

The goals of Facilities Management at Rowan are to:

- a. Enhance the learning experience in all areas (*i.e.* beyond the classroom)
- b. Provide an appealing environment that enhances recruitment and retention (*i.e.* supports marketing the institution)
- c. Provide a high level of customer service for everyone who comes onto the campus
- d. Be a model for sustainable development
- e. Be stewards of the University's physical assets
- f. Be advocates for maintenance and enhancement of the natural and built environment
- g. Communicate the University's and Facilities' goals to the community
- h. Be ambassadors for the University to all who visit campus
- i. Maintain a safe, efficient environment
- j. Cultivate future donors
- k. Provide leadership in the field of Facilities Planning and Management

Broad objectives of Facilities Management at Rowan are to:

- Participate in all aspects of University and Community Planning
- Treat all constituents and stakeholders (students / visitors / staff / faculty) with respect
- Encourage teamwork at all levels
- Implement the new Campus Master Plan

The new organizational structure is shown in Figure 2. Each of the departments is described in the following sections.

Facilities Management

April 2006

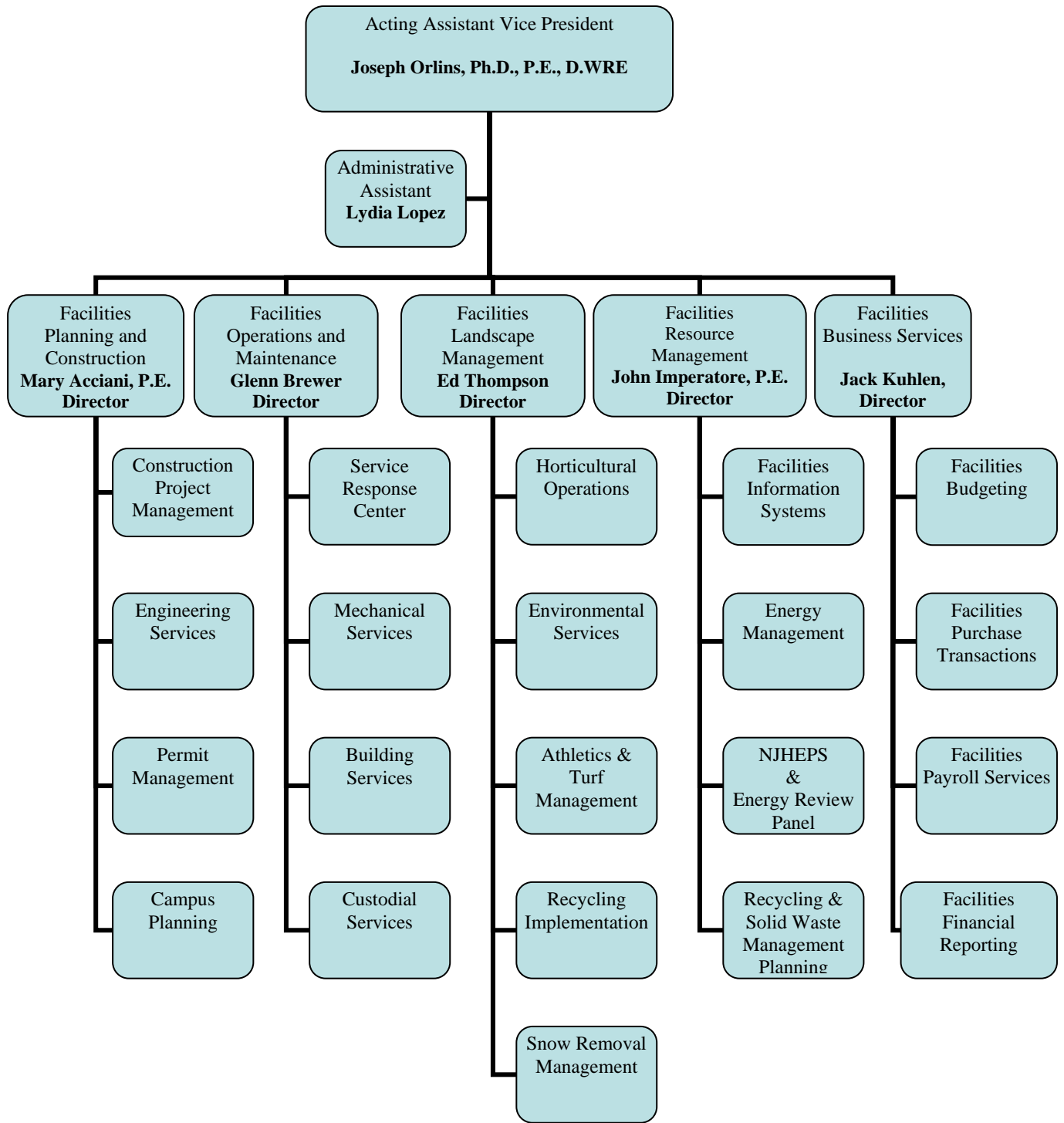


Figure 2: Facilities Management, 2006

ASSISTANT VICE PRESIDENT FOR FACILITIES MANAGEMENT

The Assistant Vice President for Facilities Planning, Construction, and Operations (collectively called “Facilities Management”) coordinates the efforts of the individual departments and reports to the Vice President for Administration and Finance.

Departmental Responsibilities

The responsibilities of the office of the Assistant VP for Facilities Management include:

- Coordination with municipal, county, and state planning & construction agencies
- Crisis Management
- Grant Writing
- Interface to Board of Trustees
- Internal & External Relations
- Liaison to other Rowan University divisions
- Primary interface for campus and community regarding Rowan Facilities
- Property Management – Deed and record keeping
- Property Management – Tenant Issues
- Reporting to governmental bodies (NJ Commission on Higher Education, NJ Educational Facilities Authority, NJ Department of Environmental Protection)

Major Accomplishments in FY06

- Reorganization of the division
- Creation of two new departments (Landscape Management, Resource Management)
- Better cooperation between departments
- Increased oversight and reporting of financial information

Goals for FY07

- Improve staffing levels and efficiency
 - Increase use of student workers
- Improve communication with campus customers through
 - Website
 - Broadcast Email Announcements
 - Newsletters
 - Informational booths at campus events (*e.g.* Earth Day)
- Develop realistic budgets for the division and departments
- Improve financial controls and reporting

FACILITIES PLANNING AND CONSTRUCTION

Mission

The Mission of Facilities Planning and Construction is to plan, conceive, design, construct, develop and renew the Rowan University physical environment in support of the University mission.

Departmental Responsibilities

The responsibilities of Facilities Planning and Construction encompass the broad areas of capital planning, engineering and construction, and capital renewal. Specific areas of expertise and responsibility include:

- ADA Compliance: Design, Review and Inspection
- Architectural Design
- Building Commissioning
- Campus Planning – Physical & Sequencing
- Capital Renewal
- Construction Code Analysis
- Construction Management
- Contract Administration
- Cost Estimates
- Design Feasibility Studies
- Engineering: design and review
 - Electrical
 - HVAC
 - Plumbing
 - Structural
- Document Control
- Drafting Support
- Environmental Testing / Consulting
- Furniture Management – Renewal
- Interior Design / Fixtures, Furniture, Equipment (FF&E)
- Land Use Analysis
- Move Coordination for major projects
- Permit Management – DCA / SCD / NJDEP
- Plan Retrieval & Archiving
- Project Scheduling
- Property Management – Records
- Sidewalk Replacement, Renewal
- Site Analysis
- Space Planning & Management
- Special Project Construction
- Training, General

Departmental Structure

In order to achieve the mission outlined above, Facilities Planning and Construction has been reorganized into three project management teams, an engineering services team, and a secretarial support team, all under the supervision of the Director of Facilities Planning and Construction. Facilities Resource Management has been moved to an independent department, as described below.

The work of this department consists of projects ranging from minor alterations of existing facilities to accommodate department requests to the planning, design and construction of major new buildings. In the past there has not been an efficient plan for accomplishing the varied types of projects facing the department.

The organizational structure of the department is shown in Figure 3.

Facilities Planning and Construction - September 2006

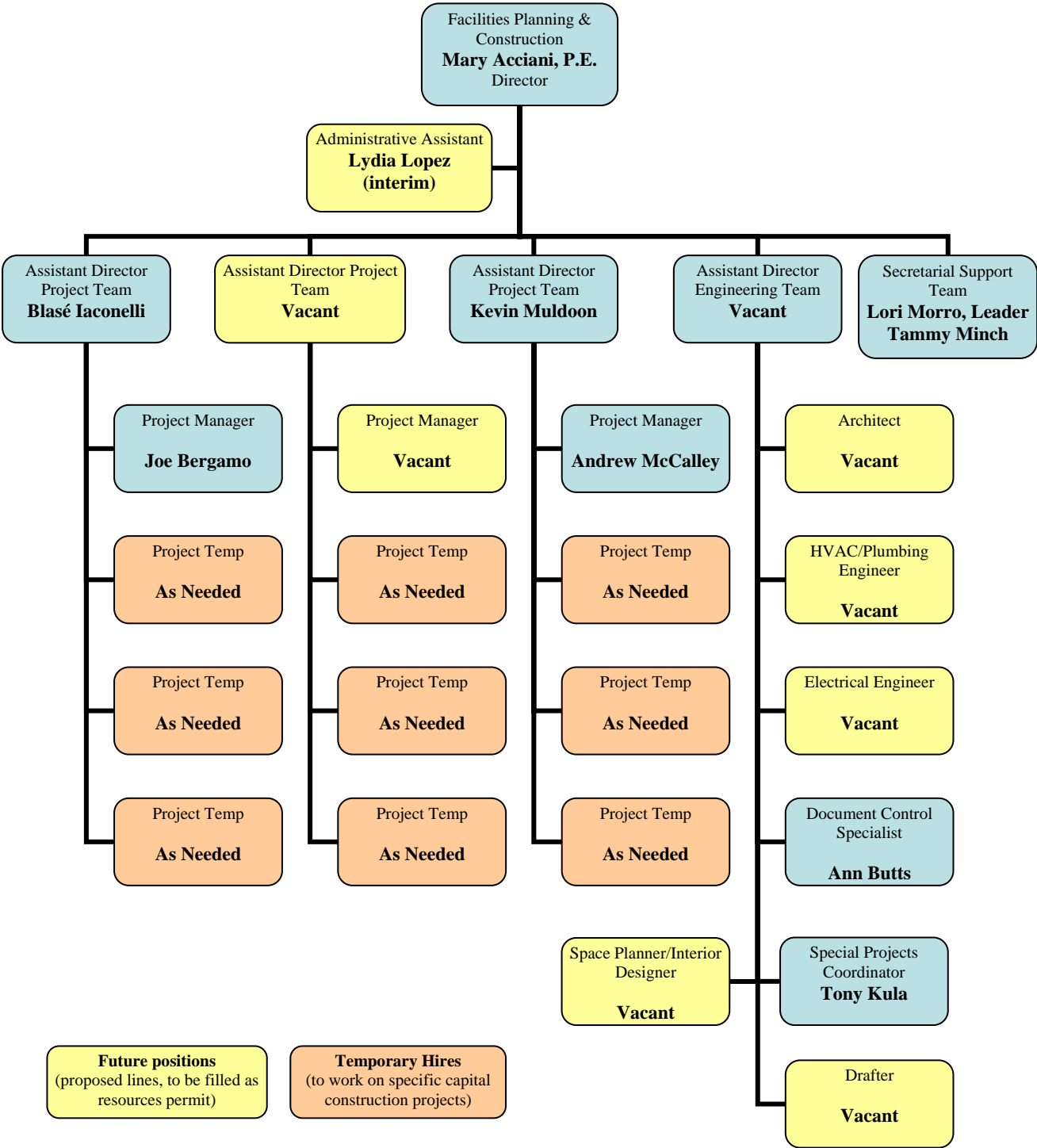


Figure 3: Facilities Planning & Construction, 2006

Rationale for Revision of Structure

Historically, larger construction projects at Rowan were at one time run by outside construction management firms with minimal University oversight. This was problematic in that the best interest of the University was not always served, critical documentation was not turned over to the University, and coordination with the Division of Community Affairs building code office was incomplete, leaving the department scrambling to obtain final closeout paperwork.

The use of not-at-risk construction management firms cost the University a significant amount. For example, \$1,311,010 was paid to Bovis Lend Lease for construction management services on Science Hall, which is approximately 3.6 % of the construction cost. Several construction defects have been discovered after completion of the building (including leaks in the planetarium roof and flaws in the terrazzo floor in the atrium of the building). It is unknown why the external construction management firm did not note and address these flaws during the construction process.

In contrast, construction of the new Education Hall was managed completely by Rowan University personnel. Although it this project was accomplished well (*i.e.* within budget and on schedule), this required substantial effort from staff in the Facilities Planning and Construction department. This was in large part due to the flat management structure in Facilities Planning and Construction, which resulted in as many as four project managers involved in various aspects of the Education Hall project.

The new project team approach will allow the efficient management of as many as three large scale projects per team along with a number of smaller projects at the present level of staffing. The model could be expanded as required in the future to meet the needs of a larger, growing institution.

The creation of the Engineering team will provide the capability in-house for small- and medium-sized projects, saving the University a significant amount of time and money. In addition, the development of the Engineering team will allow for more oversight of project designs to verify their compliance with Rowan University Standards and will aid Facilities Operations in the maintenance of the facilities.

Many of the positions in the Engineering team are presently not staffed. However, the organizational structure represents an important area for future growth. Currently, some of the functions of this team are presently handled by current staff assigned to the project management teams and the Director of Facilities Planning and Construction. This arrangement provides only a minimal amount of in-house design capability and outside consultants must be hired to provide documentation and design for most small projects. A search is underway for the position of University Engineer to lead the Engineering team.

The secretarial support team has been pooled together to provide administrative support for the entire department.

Project Management Teams

The leader of each project management team is a highly experienced construction management professional. The Team Leader is responsible for all projects assigned to that team, managing the project budgets, project staff, schedules, project consultants and the contractors. A project manager is also assigned to each team and reports to both the Team Leader and the Director. This person is responsible for the complete management of smaller projects as assigned by the team leader and for assisting with the management tasks associated with large projects.

Each department on campus will be assigned to a project team. The current assignment of campus units among teams is as follows:

Team Leader	Blase Iaconelli	Kevin Muldoon
Project Managers	Joe Bergamo	Andrew McCalley
Supported Campus Units:	<ul style="list-style-type: none"> • Camden Campus • College of Business • College of Engineering • College of Fine and Performing Arts • Student Center • Student Affairs <ul style="list-style-type: none"> ○ Recreation Center ○ Residence Life 	<ul style="list-style-type: none"> • College of Communication • College of Education • Graduate School • Information Resources • Administration • College of Liberal Arts and Sciences • Infrastructure • West Campus

The team leaders will be the points of contact for all project requests from departments and will be responsible for obtaining the necessary information required to determine the project scope, feasibility and estimated cost for presentation to the Director of Facilities Planning. If the project is feasible and can be funded and prioritized, the project management team is responsible for its design and construction.

The project budget will be assessed a fee for project management and that fee will provide the funding for the temporary personnel. It will be significantly less than the fee charged by outside project management firms such as Bovis resulting in a better product for less cost.

Engineering Team

The leader of the Engineering Team will report to the Director of Facilities Planning and Construction.

Reporting to the Team Leader will be an Architect, HVAC/Plumbing Engineer, Electrical Engineer, Special Projects Project Manager, Document Control Specialist, Space Planner & Interior Designer and a Drafter. This team will be responsible for doing in-house designs for small projects as well as supporting the efforts of the Project Management Teams. Two of these positions currently exists (Special Projects Coordinator and Document Control Specialist). As the University grows the other positions should be filled to support the expanded workload.

This team will aid the project management staff during the design phase of projects by helping to provide a review of the consultants' submissions to verify conformance with Rowan University Master Plan Guiding Principles, Rowan University Standards and good design practice.

This team will be responsible for archiving all construction documents so that they are available when needed in the future. The Document Control Specialist is a currently filled staff position and efforts are presently underway to scan all as-built drawings available in the drawing files, specifications, shop drawings and Operation & Maintenance Manuals. This will make them readily available to staff in Facilities Operations and will reduce the amount of storage space required for the multiple paper copies.

Use of External Technical Contractors

Large projects will be managed by obtaining the services of outside estimating and scheduling firms to support the Rowan project team in the management effort. This saves paying the mark-up associated with having external construction management firms provide these services as Bovis did on Science Hall.

In addition, a project superintendent and a project clerk will be hired *on a temporary basis* for the duration of each project. This staff will be housed at the project site in a trailer provided as part of the General Construction Contract and they will be responsible for keeping daily logs, handling routine paperwork and verifying that the work of the contractor is satisfactory. They will report to the Assistant Director of the project management team responsible for that project.

Accomplishments in FY06

- **Organizational Improvements**
 - Created project management and engineering teams
 - Consolidated administrative help
 - Developed document control system

- **Deferred maintenance**
 - Triad Roof Replacement
 - North Halls Exterior repairs
 - Magnolia & Willow exterior masonry repairs and caulking to joints and windows
 - North Halls interior railing replacement
 - Wilson Hall renovations to Lobby, Men's and Women's Toilet Rooms, hallway ceilings, replacement of doors and hardware on Choral and Instrumental Rooms, replacement of doors and hardware on Boyd Hall with acoustical doors, renovation of Pfleeger Hall Lobby including refinishing wall and new carpet.
 - Completed tying in Wilson, Robinson, Recreation Center, Library and Education Hall into the new central chilled water plant
 - Completion of three emergency repair projects on steam and condensate return lines

- **Major Projects**
 - Completed construction and construction management of new Education Hall

- Saved \$900,000 project construction management fee by managing construction in house
 - Programming studies:
 - Camden campus
 - New LAS building
 - New Facilities Complex
 - Pre-purchase of equipment for Co-generation plant (estimated \$500,000 savings by not purchasing it through the contractor)
 - Construction of a central chilled water plant to service the north side of campus
 - Started design of 69kV substation and pre-purchased 69kV substation equipment (estimated \$300,000 savings by not purchasing it through the contractor)
 - Design and pre-purchased North Substation Switchgear
- **Miscellaneous Campus Improvements**
 - Student Health center painting, new light fixtures, new floor tile, new kitchenette
 - Town House guard rail along roadway by club house
 - Removed Ductwork and antenna from Westby Building and painted panels
 - Triad card access and locknetics on wing doors
- **Miscellaneous Campus Support**
 - Had CAD files created for each floor of all academic, administration, housing and utility buildings - labeled and categorized - for use by Sasaki and for implementation into the FAMIS Space Management module
 - Completed campus-wide facilities condition assessment
 - Started compliance and filed our first annual Public Complex Stormwater General permit in response to the state's new stormwater management regulations
 - Main Campus - South Campus and North Campus Drainage reports
 - Submitted the Main Campus Wetlands delineation to NJDEP
 - Completed Cultural Resource Screening for the south side of the west campus and properties on the north side of the West campus that the Tech Park did not include
- **ADA Improvements**
 - Bunce Quad curb cut

Goals for FY07

- **Deferred Maintenance**
 - Reduce deferred maintenance backlog by 20%
 - Demolish Bosshart Hall
 - New carpet and paint for offices in Robinson Hall
 - Replacement of lock hardware in Robinson Hall
 - Connect Student Center and Rowan Hall to Central Chiller Plant
 - Bunce cupola restoration

- **Energy Efficiency and Independence**
 - Construction of new co-generation plant
 - Construction of 69KV electric substation
 - Design and construction of SCADA system for central plant
 - Design and installation of energy management systems: Bole, Bunce, Robinson, Wilson Halls

- **Main Campus Improvements**
 - Relocation of staff and programs from Bosshart Hall to other areas of campus
 - Hollybush interior renovation
 - Installation of new campus signage program

- **West Campus Improvements**
 - Design and construction of water & sewer infrastructure for SJTP
 - Delineation of environmentally sensitive areas & remediation plans
 - Athletic complex infrastructure planning

- **Accessibility Improvements**
 - Entry and restroom upgrades – Bunce, Robinson, Bozorth Halls
 - New raised-bed crosswalks at 3 locations across Route 322
 - Pedestrian Ramp from 322 to Meditation Walk

- **Revenue Enhancements**
 - Salvage antiquated / surplus HVAC equipment for resale

FACILITIES OPERATIONS AND MAINTENANCE

Mission

The Facilities Operations and Maintenance group at Rowan University exists to support the mission of a unique public institution that endeavors to serve the region in development of all aspects of individuals through education and campus life experience. As a means to this end, the Facilities Operations and Maintenance Department provides places of human enhancement that proactively support the above mission through personal customer service, asset stewardship, environmental sustainability, student employment and staff ownership.

Departmental Responsibilities

The responsibilities of Facilities Operations and Maintenance encompass the broad area of building services (maintenance & repair), mechanical services (central heating & cooling plant co-generation facility), and custodial services. Specific areas of expertise and responsibility include:

- Central Plant Operations
- Central Stores
- Contract Warranty Follow-up
- Custodial services
- Electrical Maintenance & Repairs
- Emergency Lighting Test & Maintenance
- Energy Management – Building Automation Systems operation & maintenance
- Environmental Testing – Indoor
- Events Setups – Indoor
- Fire Alarm Testing/Management
- Fire Code Violation Repair
- Fire Hydrant & Sprinkler Testing / Management
- Generator Testing
- Infrastructure Maintenance & Repair
- Lamp Replacement
 - Academic Buildings
 - Exterior/Walkways/etc.
 - Residence Life
- Masonry
- Moving services
- Nighttime Maintenance / Emergency Facility Response
- On-Call Management
- Package Delivery
- Painting
- Pest Control – Interior
- Plumbing Maintenance & Repairs
- Recycling – Inside buildings
- Sanitation – Inside buildings
- Service Contract Management
- Service Response Center
 - Telephone
 - Work Order Entry & Close Out
- Sidewalk Repairs
- Signage – Maintenance & Replacement
- Special Projects Maintenance
- Structural Repairs
- Training – General
- Training – OSHA, Health & Safety
- Transformer Testing/Reporting
- Vehicle Maintenance and Repair

Departmental Structure

In order to achieve the mission outlined above, the Facilities Operations and Maintenance department is organized into three teams and a service response center, all under the supervision of the Director of Facilities Operations and Maintenance.

The work of this department consists of operation of the central plant (heating / cooling / power production), general & preventive maintenance of buildings and vehicles, special projects, and custodial services.

The organizational structure of the department is shown in Figure 4.

Facilities Operations and Maintenance - September 2006

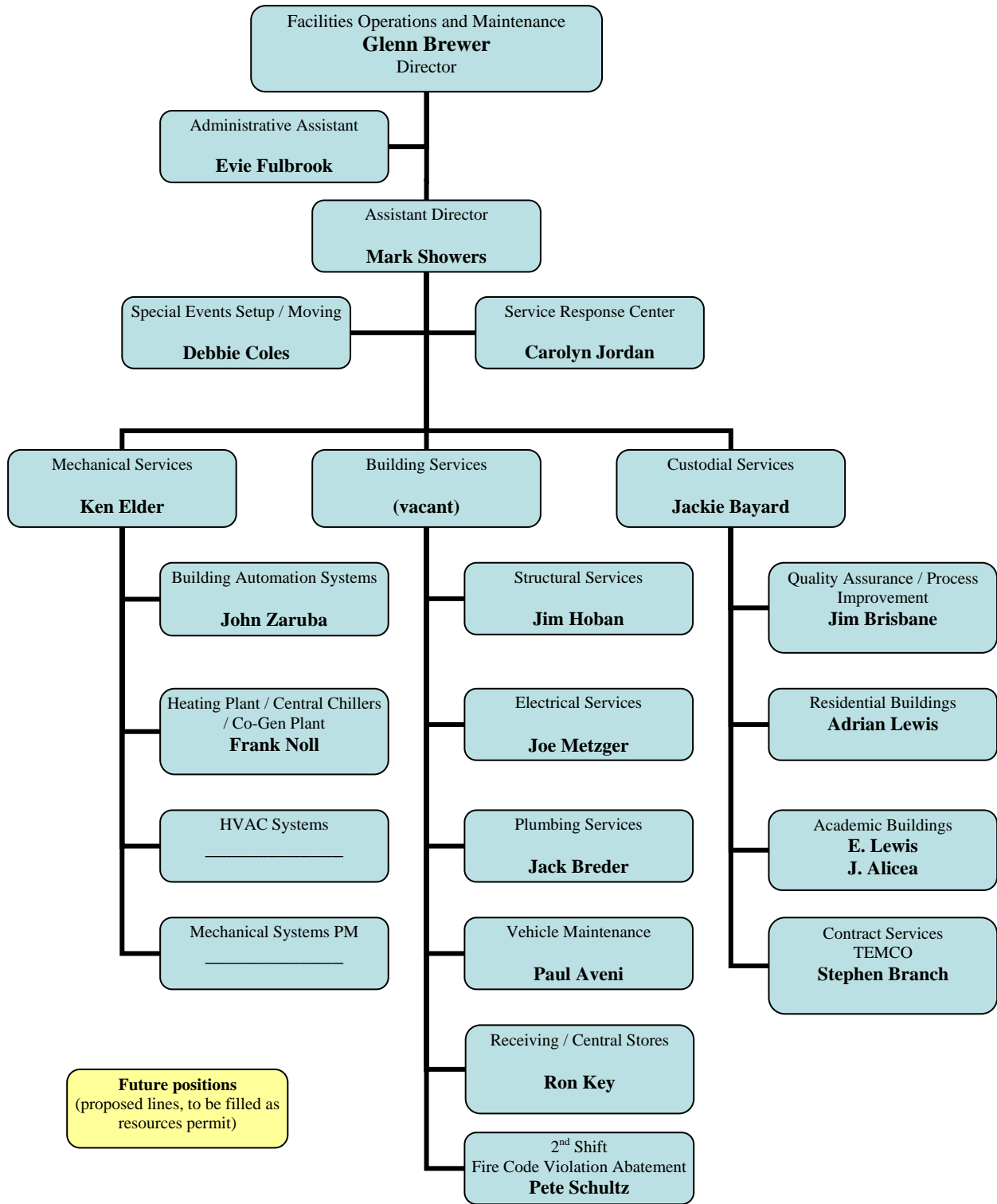


Figure 4: Facilities Operations and Maintenance, 2006

Accomplishments in FY06

- Reorganized service response center
- Completed over 12,000 work orders
- Assisted with Freshman move in, providing carts, personnel, organizational skills
- Set up campus for commencement
- Major replacement of hot water piping in North Halls and Edgewood Park
- Replacement of all 110v power outlets in North Halls
- Renovated Provost's Office – replaced ceilings, carpeting, paint
- Reconstructed Cassady sewage lift station
- Rugby Pines porch renovation

Goals for FY07

- Reduce backlog of work orders 50%
- Implement FAMIS Preventive Maintenance module
- Implement FAMIS Key Management module
- Reorganize technical library in Cassady
- Establish satellite technical libraries of building plans, etc. in each building
- Establish and implement staffing plan for upgraded central plant
- Improve management of storage space on campus
- Upgrade apprenticeship program to comply with current labor regulations
- Establish schedule for routine furniture, carpet, paint renewal
- Create more effective Store Room / Central Receiving office

FACILITIES LANDSCAPE MANAGEMENT

Mission

The mission of Facilities Landscape Management is to sustain, beautify and carry out sound environmental landscape management practices while supporting institutional programs and advancing campus and community cultural development.

Departmental Responsibilities

The responsibilities of Facilities Landscape Management encompass the broad area of landscape and grounds design, implementation, maintenance, as well as stormwater management and storm abatement. Specific areas of expertise and responsibility include:

- Arboriculture
- ADA Maintenance (sidewalks, egress)
- Event Setup – Outdoor
- Heavy Equipment Operation (Backhoe)
- Landscape Furnishings –Maintenance, procurement
- Landscape Maintenance
- Landscape Material Propagation
- Landscape Planning and Design
- Maintenance of Stormwater Facilities
- Memorial Markers - Maintenance/Repair
- Mowing / Fertilizing Turf grass
- Pest and Vermin Control - Outdoors
- Pesticide, Chemical Management
- Recycling – Outside buildings
- Road & Parking Lot Maintenance
- Sanitation – Outside buildings
- Sculpture/Art – PM/Repair
- Snow Removal and Management
- Special Projects – Landscape
- Storm Abatement – Wind / Flood / Stream
- Street Sweeping
- Training – General
- Training – OSHA, Health & Safety
- Training – Stormwater
- Way Finding & Exterior Signage Upkeep, Replacement, Maintenance

Departmental Structure

To support the departmental mission, Landscape Management has been moved from within Facilities Operations and Maintenance to become a new department, reporting directly to the Assistant Vice President for Facilities.

The department is structured with three main teams, addressing horticultural operations, environmental services, and management of athletic fields and turf grass. The organizational structure is shown in Figure 5.

Facilities Landscape Management - April 2006

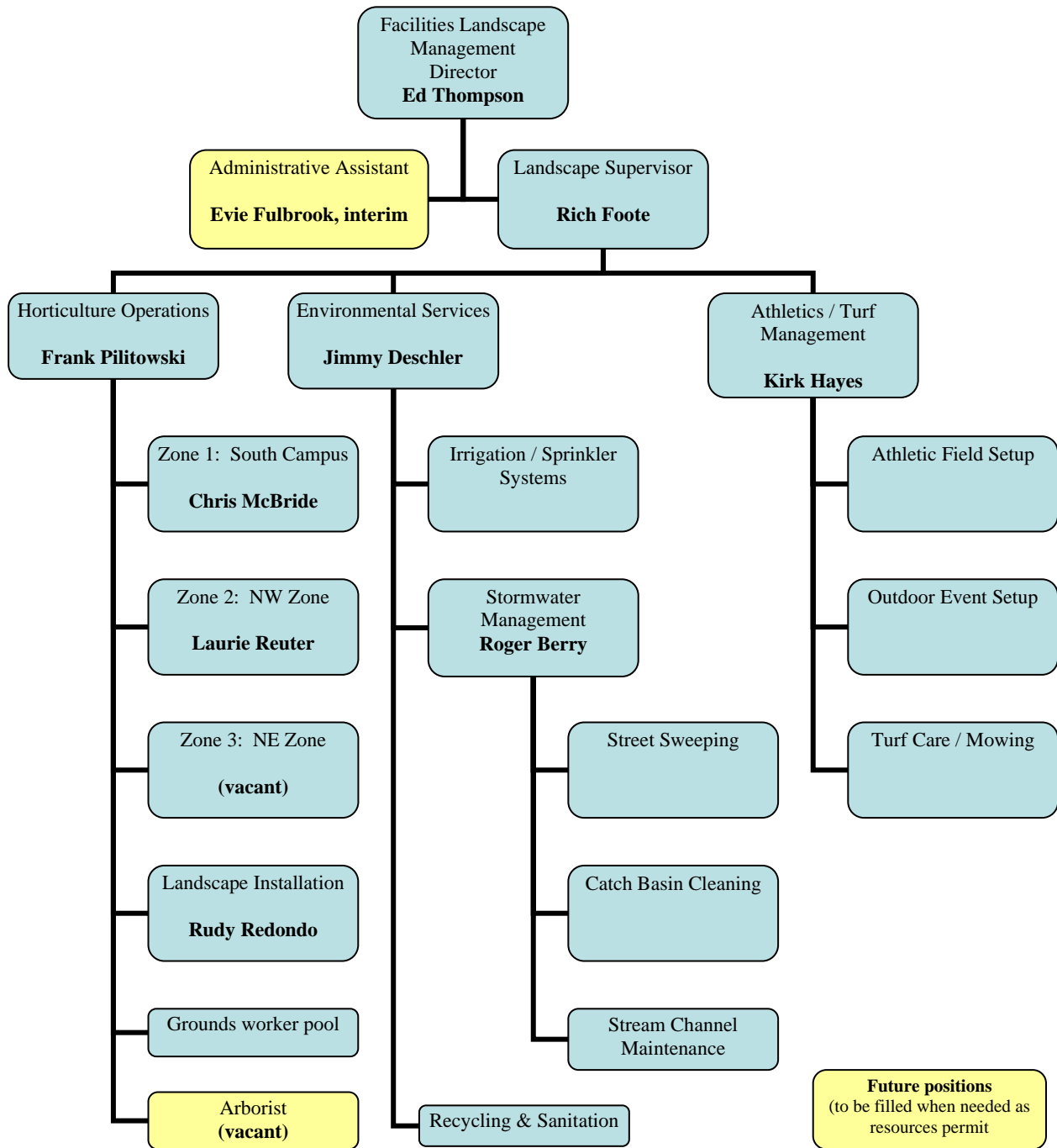


Figure 5: Facilities Landscape Management, 2006

Accomplishments in FY06

- **Athletics** - *field maintenance and preparation for:*
 - 12 baseball games
 - 12 softball games
 - 8 lacrosse games
 - 3 track and field events
 - 30 soccer games
 - 10 field hockey matches
 - Scores of camps and conference events
- **Landscape Improvements**
 - Planted 7,000 perennial bulbs on main campus
 - Propagated 2,500 plants in greenhouse for use on campus
 - Design and installation of new landscape at President' residence
 - Design and installation of new landscape at Alumni house
 - Initiated Children's Learning Garden at Education Hall
- **Procedure Improvements**
 - Initiated in-house fertilization and pesticide application
 - Reduced amount of salt used during snow / ice events
 - Increased staff training opportunities

Goals for FY07

- Create landscape improvements at sculpture by Recreation Center
- Revise snow clearing plans
- Develop appropriate charge-back structure for supporting events

FACILITIES RESOURCE MANAGEMENT

Mission

Facilities Resource Management assesses the balance between strategic planning objectives and resource availability through the development, implementation, and operation of business information systems for Facilities. Resource Management advances the missions of the university and Facilities to transform Rowan University into a Sustainable Campus. To this end developmental and implementation services are provided in the areas of Sustainability Planning, Energy Information and Management Systems, Waste Management including Recycling, Facilities Information Systems, and Website Deployment.

Departmental Responsibilities

The responsibilities of Facilities Resource Management encompass the broad areas of energy management, information systems, and sustainability planning. Specific areas of expertise and responsibility include:

- Asset Inventory
- Benchmarking
- Computer Support
- Electronics Waste Management
- Energy Management –Auditing & Measurement
- Energy Management – Optimization
- Energy Management – Vehicles
- Energy Metering/Monitoring
- Energy Procurement
- Energy Projections
- Environmental Management – Macro
- Hazardous Waste Management
- Information Systems – Administration
- Information Systems –Data Entry
- Information Systems – Reporting
- NJHEPS
- PM - Data Entry (Upfront)
- Rebate Management
- Recycling – Planning
- Surplus Property Management
- Training – General Procedures
- Warehousing
- Warranty Information Tracking
- Web Site Design & Management

Departmental Structure

To support the departmental mission, Facilities Resource Management has been moved from within Facilities Planning and Construction to become an independent department, reporting directly to the Assistant Vice President for Facilities. The functional organization of Facilities Resource Management is shown in Figure 6.

Facilities Resource Management April 2006

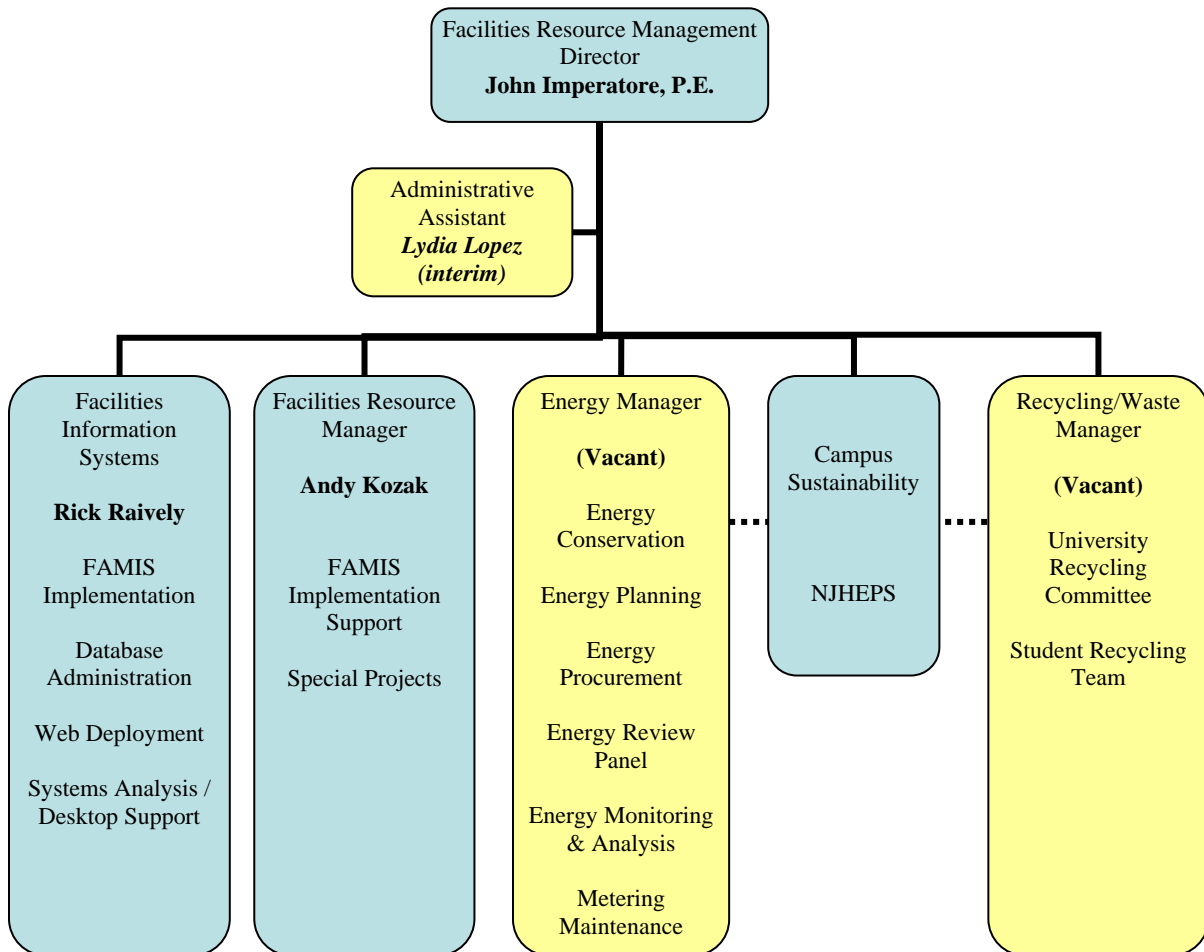


Figure 6: Facilities Resource Management, 2006

Accomplishments for FY06

- **Energy Management and Sustainability**
 - Developed Sustainability White Paper
 - Studied steam condensate system & tracked economics as repairs were made
 - Completed energy rebate applications totaling \$1.6 million

- **Recycling**
 - Created Student Recycling Team
 - Placed 3rd Nationally in Waste Minimization in EPA's Recyclemania event
 - Created Dorm Rescue program routing furniture and food goods to local charities

- **Facilities Information Systems**
 - Began implementation of FAMIS Preventive Maintenance Module
 - Conducted training on FAMIS modules
 - Developed new website for Facilities

Goals for FY07

Implementation, administration, and upkeep of information systems is one of the key areas of Resource Management. In this arena, Facilities Resource Management staff is responsible for start-up and troubleshooting the FAMIS system and supporting modules. The FAMIS work order system has been operational since 2004. Baseline data on all building spaces have been collected and are being used as input to the FAMIS Space Management module. Additional modules that have been purchased (but not yet implemented) include Capital Project Management and Key Control.

Web Page

In addition to operational systems such as FAMIS, Resource Management is responsible for maintenance and upkeep of the Facilities Management web page. The goal for this effort is to create an online one-stop experience for policies and procedures, special events setup, and information related to the division.

Energy Management and Sustainability

Rowan University is a premier campus in New Jersey when it comes to energy management and sustainability initiatives. Rowan is a partner member in the New Jersey Higher Education Partnership for Sustainability (NJHEPS). Facilities Resource Management works with Planning and Construction in design of new facilities, to ensure maximum savings in terms of energy usage are achieved. This in turn leads to maximization of rebates and financial incentives from entities such as the New Jersey Board of Public Utilities. In addition, Resource Management works with Facilities Business Services and Rowan's Purchasing Department, to achieve the best pricing for energy commodities such as natural gas, electricity, and oil.

Recycling Planning

Resource Management has been tasked with developing and implementing a waste management program that maximizes recycling consistent with best sustainable practices. This function incorporates the Rowan University Recycling Team and Student Recycling Team in a collaborative effort to maximize resources.

FACILITIES BUSINESS SERVICES

Departmental Responsibilities

The responsibilities of Facilities Business Services encompass the broad area of fiscal management for Facilities Management, timekeeping and payroll data entry for personnel in Facilities Management, and budgeting. Specific areas of expertise and responsibility include:

- Budgeting
- Charge-back billing
- Utility billing
- Financial Analysis and Projections
- Accounting Services
- Payroll – Time Tracking
- Payroll – Compiling

Departmental Structure

To support the departmental mission and the various technical departments within Facilities Management, Facilities Business Services has been moved from within Facilities Operations and Maintenance to become an independent department, reporting directly to the Assistant Vice President for Facilities.

Payroll

Facilities Business Services will continue to manage the Kronos employee time keeping system. This system is used primarily by staff in Operations and Maintenance and Landscape Management. Staff in Business Services reports employee hours worked to the University's Payroll Department, and provides regular reporting functions to division staff (*e.g.* compensatory and vacation time available).

Accounting

Management of receiving and accounts payable for staff in Facilities Operations and Landscape Management is crucial to effectively administering departmental and grand funding for regular and special projects. Staff in Facilities Business Services will continue to work directly with staff in the trades and other teams to ensure timely record-keeping, replenishment of supplies and materials, receiving, and invoice processing.

Accomplishments in FY06

- Effective management of Kronos timekeeping system
- Quarterly charge-backs for Facilities services to other divisions
- Timed procurement of utility commodities (natural gas, electric) to achieve cost savings

Goals in FY07

- Full implementation of newest version of Kronos timekeeping software
- Integration of Kronos with Banner
- Prompt & effective reporting of financial information to Assistant Vice President and other departments in Facilities
- Tracking and management of intra-departmental budgets
- Develop realistic operating budgets for FY2008
- Develop RFP for custodial services for FY2008

LOOKING FORWARD: INTEGRATED FACILITIES MANAGEMENT

There are several elements associated with implementation of the restructuring of Facilities Management outlined in this report. The most dramatic changes relate to creation of three new departments and updating the administrative reporting structure. In addition, changes are being made in terms of routine operations and interaction among departments within Facilities Management and across the entire University. The remaining changes focus on communicating the restructuring of Facilities Management, and providing a consistent message to the University Community regarding policies, procedures, and how the various groups within Facilities are able to serve the institution.

Reporting Structure

Creation of independent departments for Facilities Landscape Management, Facilities Resource Management, and Facilities Business Services has already been done. The heads of these units all report to the Assistant Vice President for Facilities.

Development of operating budgets for Fiscal Year 2008 for each of the departments has already begun. Regular reporting has started, to provide timely financial information to the Assistant Vice President.

Communication

Restructuring of any organization is not useful, unless the organization's clients are informed of the changes. To that end, several means of communication will be employed.

Web Page

The Web Page for Facilities Management (<http://www.rowan.edu/facilities>) is in the process of being updated. The new web presence will provide campus stakeholders information about:

- The reorganized structure of Facilities Management
- Policies and procedures
- Current and future projects, and
- The Campus Master Plan

Broadcast Email Announcements

Upon approval of implementation of this restructuring plan, a broadcast email announcement will be sent to all constituents on the Rowan University campus. The email will outline the administrative and reporting changes, and provide a link to the new Facilities Management web page.

Electronic Newsletters

A bi-annual newsletter will be developed for Facilities Management, which will highlight current construction and operations projects, tips and techniques for working with each of the Facilities Management departments, and provide a "meet the staff" column that introduces one or two

members of the Facilities Management team to the University community. It is anticipated that the first newsletter will be developed in time for distribution early in the Fall Semester of 2006.

CONCLUSIONS

This report highlights changes required to make Facilities Management at Rowan University a successful entity on campus. Changes in management style and philosophy are coupled with structural changes in reporting structure and advancement of key personnel to positions of increased leadership and visibility. Implementation of these changes will facilitate Rowan University in fulfilling its mission.

Additional changes may be required in the future. However, the stage is set for an effective organization to develop to support the institution.

**ATTACHMENT: SUMMARY OF STAFF AND CAPITAL PROJECT
TIMELINES**

Summary of Staff and Project Timelines
Created: 13 Nov 2006

Position / Project	1998			1999			2000			2001			2002			2003			2004			2005			2006																																																										
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N
President	H. James			D. Farish																																																																															
Provost / VP Academic Affairs	C. Matteson						C. Faison (Interim)			H. Giles Gee									C. Faison (Interim)						A. Houshman																																																										
VP Admin & Finance	L. Reeder						J. Finan															R. Hale																																																													
VP Student Affairs	D. Calandrella																		G. Brelsford																																																																
AVP, Facilities	P. Forbes									J. Orlins																																																																									
Director, Capital Projects	Tom Stokes						J. Lovegrove						M. Acciani (acting)			R. Seagren						M. Acciani																																																													
Director, Engineering	Mike Lagnesse			Mike LaRocca			M. Maziarz						M Acciani																																																																						
Director, Operations	J. Lovegrove						G. Brewer			J. Imperatore						G. Brewer																																																																			
Director, Resource Mgmt	J. Imperatore																																																																																		
Director, Landscape / Grounds	Joe Reighn												Rich Foote (acting)			E. Thompson																																																																			
Director, Fac. Bus. Svcs	Nancy Hall - (Director III)						J. Kuhlen																																																																												
Capital Project Manager	K. Muldoon																																																																																		
Capital Project Manager	C. Freshcoln																																																																																		
Capital Project Manager	M. Acciani												B. Iaconelli																																																																						
Capital Project Manager	G. Brewer									J. Bergamo																																																																									
Capital Project Manager	J. Bergamo						A. McCalley																																																																												
Capital Project Manager	A. McCalley																																																																																		
External Construction Manager/ Owners' Agent	Bovis																																																																																		
External Facilities Consultant	Aramark						B. Glatz [Aramark]																																																																												
Major Capital Construction Projects																																																																																			
Science Hall	Design						Construction																																																																												
Education Hall	Design												Construction																																																																						
Student Center - Marketplace	Design						Construction																																																																												
Townhouses	Design						Construction																																																																												
Chiller Plant	Design												Construction																																																																						