October 6, 2012

Mr. William A. Jenkins

Managing Director—Huron Education

Bill, I visited with Jim Sears and his team at Wayne State University on

September 26th and 27th. I was very pleased with the progress they are making on all the Huron transformation recommendations. A detail review of those follows. Please feel free to share this memorandum with Mr. Rick Nork and any others you deem appropriate.

Custodial

* The custodial department Director has hired two new Assistant Directors, one for the day shift and the other for nights. This has resulted in an overall improvement in their cleaning results and significantly better supervision of the front line custodial staff.
* While there I walked two buildings, Admissions Building and Old Main, and noted that the cleaning results were greatly improved from what I observed in February, 2012.

Grounds

* The campus grounds looked well maintained at the time of my visit.
* Construction was underway on the fountain in the core of campus and Mr. Sears told me that the contract included installation of a waterproof membrane so the fountain can be utilized again. When I was on campus last the fountain had been decommissioned and it was clearly an eyesore.
* Reportedly, there is some turmoil amongst the staff resulting from a recent termination of a grounds supervisor. Top leadership is aware of it and has plans to address the issues with the employees soon. They are also contemplating a reorganization in Grounds which promises to yield improved productivity and morale in the work group.
* Messrs. Sears and Colburn asked me to send them some examples of quality measures for the Grounds area to assist them with developing KPI’s. I have since sent them some information from Emory’s grounds operations.

Building Maintenance

* Mr. Colburn and his leadership team have made remarkable progress on populating the TMA data base with equipment information from 14 buildings on campus. Their plan is to complete another 30 buildings by the end of the 2012 calendar year. This information is pivotal to implementing a preventative maintenance program at Wayne State University.
* Mobile TMA has not been implemented on campus at this writing. Mr. Colburn does have plans to do so in the near future. He is currently testing a smart phone device which he hopes to utilize throughout his workforce. However, there is a dilemma with it’s use because of a University policy which prohibits the purchase of cell phones for employees. During a Steering Committee meeting last January or February this challenge was mentioned and Mr. Nork indicated that he could assist with finding a solution to it.
* KPI’s for work order response in the Trades and Engineer work groups have been developed and are provided to the leadership staff in both groups as well as being posted in FP&M’s offices. A KPI on the backlog of preventative maintenance work orders has also been developed.
* Increased accountability in the Trades group has resulted in improvements in their response time on work orders. Unfortunately, increased accountability in the Engineers work group has only resulted in marginal improvement in response.
* Mr. Colburn is in the midst of negotiating a renewal of the union contract for Engineer Supervisors. He feels that four of the seven Engineer supervisors are so embedded in the old culture and ways of doing things that they have been an impediment to building the kind of maintenance organization he aspires to create. FP&M leadership is considering leadership changes in the Engineer Supervisor ranks through the Union bargaining process which could yield an opportunity to move the four Engineer Supervisors to an engineer position that does not include leadership responsibilities.
* Mr. Colburn needs a mechanical engineer in his organization that could assist him in solving plant and operating problems for the campus. He/She could also be the mechanical plan reviewer for all renovation and new construction work. I do not think the person needs to be a registered engineer but they certainly should have substantial work experience in a similar Plant Engineer role. Huron recommends that such a position be created and that recruitment be undertaken as soon as possible.

Energy

* FP&M leadership successfully negotiated with Siemens to complete ECM’s (Energy Conservation Measures) in seven buildings for a total cost of $1,390,155. These will yield a savings of $333,809 annully. Siemens is currently doing the work on campus and expects to complete it by the end of calendar 2012.
* Once Siemens has completed the work on the 7 buildings noted above FP&M leadership plans to ask them to audit other buildings on campus.
* Huron recommends that FP&M be given an an annual allotment of energy conservation funds so they may continue with their utility cost reduction

efforts throughout the campus.

Design & Construction Services

* Remarkable improvements have occurred in this unit. The work group has been reorganized and two new leaders have been appointed, one to head the Planning group and the other to manage the administrative role for the organization. One ineffective leader has been dismissed and three non productive employees have been removed either voluntary or involuntary.
* KPI’s for response time on project requests have been developed and it appears that response time overall on customer requests has been greatly improved.
* Design Standards have been completed and they are posted on the FP&M website.
* The campus master plan has been updated.
* A person has been appointed to lead the space information management responsibilities for the University.
* JOC is being utilized by the whole organization and the staff like utilizing that delivery approach. This summer they completed 54 projects using JOC. The total value of all these projects was $6.6M.

Administration

* The Guide to Services has been completed and is installed on the FP&M

Website.

* The FP&M website has been updated to a much more attractive and user friendly version.
* KPI’s have been developed for the entire organization and there is regular follow up to ensure accountability. There are currently 23 KPI’s for the entire organization and they are working on adding another 5 KPI’s to the mix.
* A customer survey with 5 questions goes to the initiator of work orders upon work completion. Responses from that survey has consistently been in the 4 to 5 range with 5 being the top score.
* Periodic meetings with Building Coordinators are still being held to share information and to assess their satisfaction with services FP&M is providing.

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