Program Summary

**Task Force:** Thank you for the work that went into this report. Through the USAP process, we are working to create at IPFW a culture of continuous improvement, and we think that setting specific and measurable goals is an important part of getting individuals and units at IPFW to think differently about planning and the future.

**Criterion:** #1: Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

**Question:** Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

Operations, Maintenance and Building Services is committed to quality and timely service. Our mission is to provide support for the physical environment which enables IPFW to achieve its objectives in instruction, research, and public services. This will be achieved by consistent cleaning, repair and preventative maintenance of the buildings and campus equipment.

**Criterion:** #2: Accomplishments - Please list significant accomplishments from the last three years as they align with Plan 2020 goals

**Question:** I. Foster Student Success - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area I: Foster student success.

Saniglaze Process completed on Kettler restroom floors.

Saniglaze Process begun on Neff restroom floors.

Initiated full service contract with an elevator maintenance company for better service which will provide better budget control.

Initiated PM Service contract on emergency generators for better reliability.

Re-organization of the Building Services management staff (created 3 additional Supervisor positions).

Training completed on Schooldude PM Work Order System.

**Question:** II. Creation of Knowledge - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area II: Promote the Creation, Integration, and Application of Knowledge.

N/A
Question: III. Regional Hub - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area III: Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness.

N/A

Question: IV. - Create a Stronger Univ - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area IV: Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization.

Saniglaze Process completed on Kettler restroom floors.

Saniglaze Process begun on Neff restroom floors.

Initiated full service contract with an elevator maintenance company for better service which will provide better budget control.

Initiated PM Service contract on emergency generators for better reliability.

Re-organization of the Building Services management staff (created 3 additional Supervisor positions).

Training completed on Schooldude PM Work Order System.

Question: Other Accomplishments - Please list any other significant accomplishments from the last three years that do not align with Plan 2020.

N/A

Criterion: #3: Accreditations - Program specific accreditation and status

Question: Accreditations - What program-specific accreditations and status do you have, if any?

We have no specific accreditations in our department, however we are usually involved in other department accreditations where the physical facilities might be involved during the process, either for specific requirements of the facilities or physical changes on the buildings or equipment that are required for accreditation.

We do however, have a licensed Plumber, several licensed Electricians, and a certified refrigerant recovery technician.

Question: Constraints/Benefits - How do these accreditations constrain or benefit the work of your unit, if applicable?
This may constrain us somewhat as we need to provide labor for another department which I cannot back charge in our current system to re-coup costs.

**Criterion:** #4: Laws and Mandates - Federal and state laws or mandates that your unit addresses

**Question:** Federal and State Laws - What federal and/or state laws or mandates do you address, if any?

Meeting requirements and compliance of:

- American Disabilities Act; IDEM (Indiana Dept. Environmental Management)
- Elevator Safety regulations, testing, certification
- OSHA (Occupational Safety Health Administration) regulations
- Back Flow Preventer certification
- Boiler operating Certification & Pressure Vessel regulations
- Boiler Emissions regulations
- Safety Pressure relief valve regulations
- Fire & Safety regulations
- Fire Hydrant flushing and logging
- Hazmat regulations; PPE regulations
- Chemical Inventory regulations
- Lock-out Tag-out procedures manual for emergency shut-down of equipment
- Hoists inspection & Certification
- Bucket truck inspection certification
- Refrigerant Reclaiming and logging regulations

**Question:** Constraints/Benefits - How do these federal and state laws or mandates constrain or benefit the work of your unit?

These regulations and compliance each require staff for labor and paperwork submission to government agencies whether federal, state, or local regulated, inspections, fee submissions, materials and money for fees and repairs as deemed necessary by the governing boards. Also, new regulations can result in additional cost and time as required each year.

**Criterion:** #5: Inefficiencies - Activities that you spend resources on inefficiently or in ways that do not support the mission.

**Question:** Inefficient use of resources - On what activities, if any, do you spend resources (money, time, people, etc.) inefficiently or in ways that do not support the mission of your unit or the university? List as many as apply.
OPS Operations/Maintenance

- Scrap and salvage process; storing and moving process; but mostly the process for evaluation and identifying what is salvage, what is junk, and what is valuable for future use by University.

- Maintenance of buildings that are not funded by our Repair & Re-habilitation funding formula or budget; (ie. Crooked Lake Property; Child Care Facility; & Lafayette Medical Center).

- Mastodon involvement (moving mastodons from place to place; parade floats, drivers for parades; space for working on floats, etc.).

**Criterion:** #6: IR and Budget Review - Review of your department profile and budget

**Question:** Contextualize IR data - Upon review of your IR Department Profile (for academic units) and FY 14-15 Budget information, are there any data you want to correct or contextualize? To view your profile or budget visit the Office of Institutional Effectiveness website: http://www.ipfw.edu/offices/ir/profiles/

N/A

**Criterion:** #7: Goal One - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
1. Comment on the specificity of the goal:

Goal is very specific to location and maintenance

2. Comment on the goal's measures:

Two specific restrooms were listed for this year.

Question: Is this typical for a year? (Understanding that the size and condition of the restroom needing maintenance will vary.)

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data:

Yes – However concerns have been raised about the increase of buildings needing this type of maintenance.

4. Comment on the goal’s relevance:

Yes – relevant

5. Comment on the timeline of the goal:

Ten years is listed as the timeline to complete the project.

Question: At the conclusion of the 10 years would it be time to begin the process again? And how can/will you budget for these kinds of recurring maintenance costs, especially in light of the expanding number of buildings needing maintenance?

Possible opportunities for collaboration or suggestions for addressing a gap:

**Question:** Unit Goal - What is your unit goal?

Goal #1-Complete Saniglaze process on restroom floors in all campus Buildings. Saniglaze is the process of removing all of most of the grout between the ceramic tile that is damaged or stained and replaces and seals the grout to create a sanitary surface that can be cleaned using normal custodial materials and methods. The process is labor intensive and is normally completed during semester breaks. The process includes an annual evaluation and re-sealing treatment.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

I Foster student success

IV Create a stronger university through improving the support of stakeholders and the quality and efficiency of the organization.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.
High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

Continue w/Saniglaze Deep Cleaning Process on a couple of restrooms each year.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Identify and complete 2 restrooms with Dial One this year in Neff 324 & 356.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Yes.

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

N/A

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Cost escalation of service contracts – as we add more restrooms the annual service costs increases.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Could take 10 years to complete.

**Criterion:** #8: Goal Two - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
1. Comment on the specificity of the goal:

Yes – it is specific to maintenance of roofs and roof structures with focus on preventative maintenance.

Question: Is preventative maintenance not within the realm of IPFW expertise and therefore an outside vendor is warranted?

Suggestion: In wording this goal, we would recommend you change “Initiate” to something more along the lines of “Put in place” or “Enter into a contract”

2. Comment on the goal's measures:

Measureable – goal is to have preventative maintenance in program in place in two years.

Suggestion: Expand your metric to have check points for where you are in your progress for meeting with, choosing and developing a contract with a vendor.

Question: How often will campus roofs be visually inspected for potential issues?

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):

Yes – additional funds are requested.

Question: Is the $50,000 to $75,000 per year budget item for this preventative maintenance, or is it also expected to cover any preventative repairs?

4. Comment on the goal's relevance:

Yes – relevant

5. Comment on the timeline of the goal:

Two years for bids and a contract to be issued seems a protracted period of time.

Question: Is this industry standard or do roofs and preventative maintenance normally take that much time? Are there any other issues influencing this length of time to enter into a preventative maintenance contract?

Possible opportunities for collaboration or suggestions for addressing a gap:

**Question:** Unit Goal - What is your unit goal?

Goal # 2 - Initiate a more specified Roofing PM (preventive maintenance) Program with an outside roofing vendor. This program will provide a regular schedule for condition assessments and a protocol for intermediate repair to older roofs to mitigate roof leaks until replacement of the membrane can be funded and scheduled.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
I Foster student success

IV Create a stronger university through improving the support of stakeholders and the quality and efficiency of the organization.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

Identify competent contractor; set up and initiate a PM contract on all campus roofs resulting in a reduction of the number of roof leaks.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Identify plan specifics; meet with qualified vendors; choose a vendor bid; and issue a contract.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

No.

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

May need some additional funding of approximately $50-$75K.

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Contractor schedules do not always match with our needed schedule. The main issue will be funding.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Could take 2 years to complete.

**Criterion:** #9: Goal Three - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
1. Comment on the specificity of the goal:

Upgrading building control systems

2. Comment on the goal's measures:

It doesn't seem as though there is a specific plan or prioritization for what upgrades are needed.

Question: In year 1, where would you begin with upgrades? The metric is to assess what has been done, but what would be the prioritization for campus?

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):

This is stated as a goal for which funding does not currently exist.

Question: Are there steps that can be made “front end” without the whole system being done, or does this need to be 100% revamp across campus? Can this be funded through the current renovations building $ or does this need to come from another source?

4. Comment on the goal's relevance:

Yes – relevant

5. Comment on the timeline of the goal:

5-10 year plan seems impractical in that at the end of that time the “new” system will be out of date. Or maybe they have a longer life?

Question: Since this is an issue across the country on campuses, how have other campuses completed upgrades or just maintained competitive technology? Are there resources or insights others can provide?

Possible opportunities for collaboration or suggestions for addressing a gap:

Many campus constituents would be helpful in looking at how and what to focus on for these upgrades. Some may have “special needs” for their building environments.

Question: Unit Goal - What is your unit goal?

Goal # 3 - Upgrade building control system and train staff on system. Much of the current system is an old DOS based system. Components and support are no longer available. A new Direct Digital Control system (DDC) for all campus buildings is needed.

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

1st year- upgrade on front end of system through Performance Contract.
2nd year- get staff trained on system.
3rd year- continue upgrade of building specific controls as funding is available.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

1st- access what upgrades have been completed.
2nd- implement staff training and document for each staff member necessary.
3rd- measure number of service calls/complaints and compare to the current calls/complaints. Should notice a drop in the number if we are making progress toward desired goals.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

No-will need some additional funding.

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Will need some additional funding.

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Service Contract with competent and responsive vendor; the right training for our staff which will reduce our reliance on an outside vendor. The main issue will always be funding for the upgrades to keep the system current as technology advances.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

This is a 5 – 10 year plan that, as with all computer based systems, will have to be upgraded or changed as technology advances to keep a functioning system on campus. This is vital to achieving energy efficiency and resulting in utility savings.

**Criterion:**
#10: Goal Four - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #11: Goal Five - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.
Question: Unit Goal - What is your unit goal?

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Question: Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Criterion: #12: Goal Six - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #13: Goal Seven - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.
Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Criterion: #14: Goal Eight - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Question: Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?
**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #15: Goal Nine - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?
Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Criterion: #16: Goal Ten - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Question: Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?