



2016 EXECUTIVE REVIEW

Jan 2016-Dec 2016

Our Mission: Guided by our shared value, each one of us is fully empowered to consistently exceed the expectations of the university to insure a safe, clean and stimulating learning, working and living environment for all involved. To this end, we will provide the most efficient and effective routine and preventative maintenance services needed to support the educational goals of **Western Kentucky University**.

2016 EXECUTIVE REVIEW

Delivering on the Experience, our 2016 Executive Review for Western Kentucky University.

This report provides an overview of our partnership and how we are creating exceptional student experiences on campus. Included you will find an update on progress made this past year, highlights of recent activities and events and an overview of our accomplishments.

In addition to your campus information, this report highlights industry trends that may be impacting your campus. We look forward to our continued partnership and another exciting year focused on creating exceptional student experiences and serving the needs of the campus community.

Sincerely,

Trent Blair, CFM

General Manager

Sodexo

WKU Facilities Management Account

Kahlicia Pettus

Regional Vice President

Sodexo

Edwin Morgan

District Manager

Sodexo



OUR DFM MANAGEMENT TEAM:

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FISCAL SERVICES

JENNIFER MCLEOD
HUMAN RESOURCES

DALE DYER, LEED AP
PLANT OPERATIONS

RODNEY HULL, I.C.E.
HOUSING

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TRAINING AND PROFESSIONAL
DEVELOPMENT

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CAMPUS SERVICES

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DIRECTOR OF
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GERALD BELCHER
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Our Objectives:

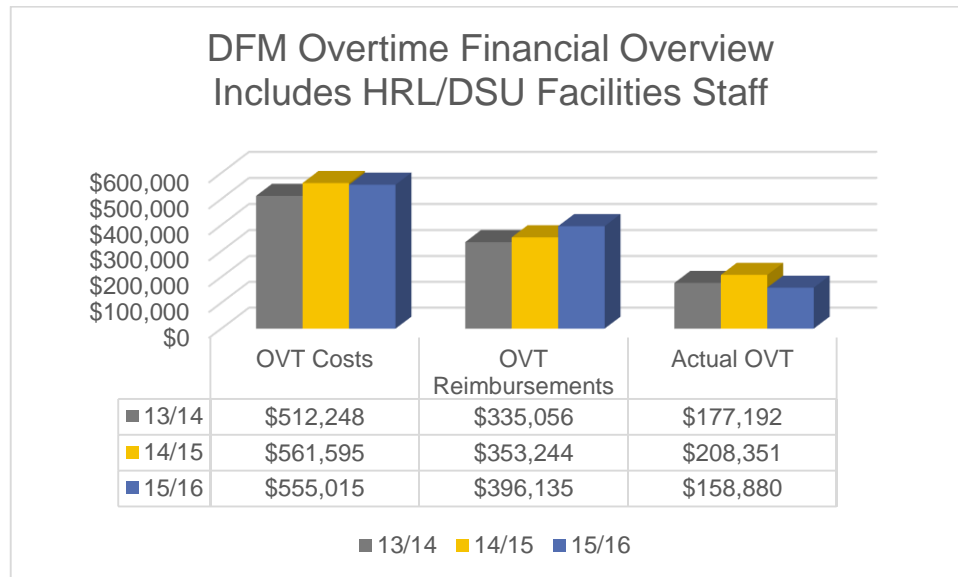
To continue to meet the expectations of our growing campus community and to create and foster pride for both WKU and Sodexo we continue to strive for a high level of service and quality while controlling costs. As your campus partner, achieving a best in class performance that contributes to the university mission for life-long learning opportunities and enriching the quality of life for those within its reach. We work together to align the campus infrastructure with the University needs. Sodexo demonstrates this by the following:

- Responding in a timely manner
- Identifying and correcting facilities needs
- Helping with awareness of environmental stewardship
- Providing responsible fiscal administration
- Investing in the education and development of DFM personnel



Finance/Utilities:

2015/2016 Fiscal Year



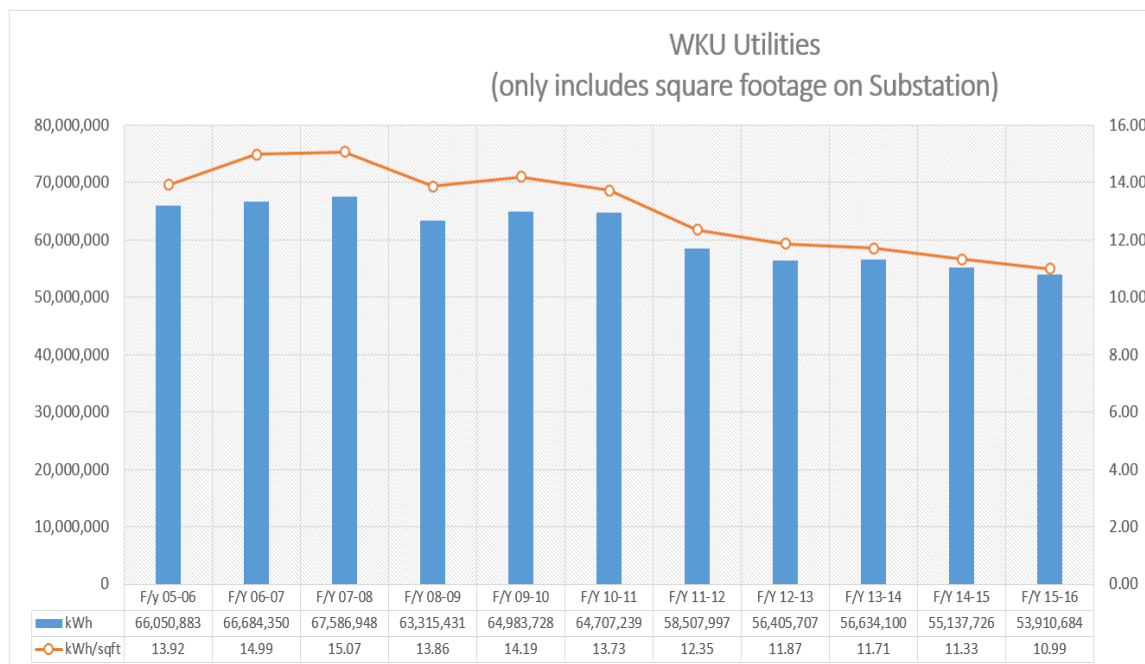
Note: Actual Overtime reduced in FY15/16 by \$49,471 from previous year.
This resulted in a 23.7% reduction compared to FY 14/15.

We continue to manage our WKU DFM budgets efficiently and effectively. Managing our budgets as such, we have been able to secure and supplement funds for some much needed projects which have been outside of the scope of routine maintenance, upgrade and replace our DFM equipment. Below is a list of some of the items we were able to fund with available end of the year funding.

25,000	Cherry Hall Window Repair
35,000	Preston Center Pool Deck Repair
30,000	Women's Study Exterior Repair
75,000	Boiler at Gatton Academy
30,000	PS1 repaint peeling areas and pressure wash
25,000	HRL Dumpster Pads for Recycling
30,000	Sub metering on BGMU multi building water meters
23,963	MMTH Siemens Alarm Panel Upgrade
40,000	VanMeter Fountain
20,000	CSX Underpass
4,400	GH Concrete Grinding
6,750	SS Expansion joint repair
6,900	Colonnade PW tuck/Point Repair
4,400	Grise Patio Drain Installation (Concrete Work Project)

15,000 Grise Generator Replacement
 23,280 Grise HW circ pump replacement
 17,644 Preston Center replace HW circ pump
 8,000 SSB Dock door /becoming unserviceable
 10,000 AEC Hot Water Replacement 100 gal heater reaching life
 6,362 Foundation Bldg. Asbestos ceiling tile replacement
 2,000 Install Control valves w/OA lockout Gordon Wilson convertor
 2,000 Install Control valves w/OA lockout Helm convertor
 2,500 Replace HID lighting with LED HELM
 22,500 Replace HID lighting with LED LT Smith East wall mounts
 15,000 Replacement of TORO Zmaster 62"
 11,000 Custodial Floor Rider
 7,700 FAC Locks Practice Rooms

Main Campus Substation kWh/Square Foot



Another successful fiscal year at the end of June 2016 for our utility budget.

- Year over Year 3% reduction in kWh per square foot
- FY 08-09 vs FY 15-16 27% reduction in kWh per square foot
- Year over Year spend 2% lower for undistributed cost reduction of \$95,979, savings are attributed to lower fuel costs (FCA) of both coal & natural gas
- The TVA base rate increased 4% in October '15, which has increased our electric costs

Work Control Stats:



69.8% of the WO for
2016 were initiated
by DFM

2016 Fiscal Year
Routine Work Orders
Completion Percentage
96.3%

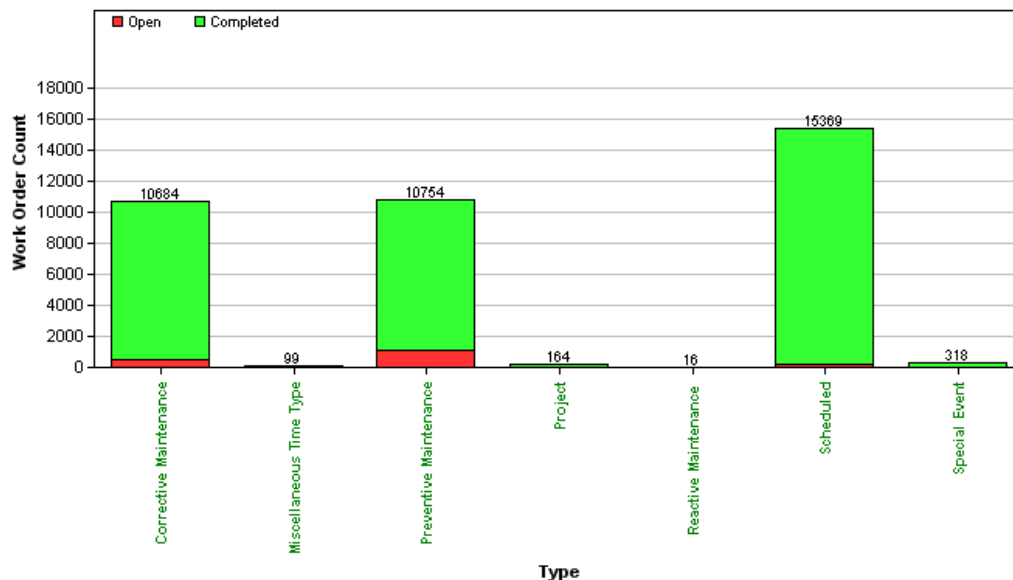
- DFM initiated work orders increased by 6.8% from previous year.
- Routine work orders completion percentage declined by 1.9%, however we also increased our total work orders by 3,954 from FY 14/15.

Report Criteria

Report Period is between '01/01/2016' AND '12/31/2016'

Historic Status of Work Orders Received					
Priority	Received	Open		Completed	
		#	%	#	%
(All Other Priorities)	781	29	3.7	752	96.3
Deferred	9	0	0.0	9	100.0
Emergency	0	0	0.0	0	0.0
Low	1116	3	0.3	1113	99.7
PM-Monthly	8383	834	9.9	7549	90.1
PM-Weekly	493	46	9.3	447	90.7
Project	226	6	2.7	220	97.3
Routine	25990	955	3.7	25035	96.3
Safety Issue	1	1	100.0	0	0.0
Special Event	312	5	1.6	307	98.4
Urgent	93	0	0.0	93	100.0
Total:	37404	1879	5.0%	35525	95.0%

Historic Status of Work Orders Received



Report Criteria

 Report Period is between '01/01/2016' AND '12/31/2016'

Historic Status of Work Orders Received					
Shop	Received	Open		Completed	
		#	%	#	%
(Not Specified)	0	0	0.0	0	0.0
Administrative	522	41	7.9	481	92.1
Area Team 1	4840	26	0.5	4814	99.5
Area Team 2	3811	71	1.9	3740	98.1
Area Team 3	5062	80	1.6	4982	98.4
Area Team 4	3459	42	1.2	3417	98.8
Automotive	1877	78	4.2	1799	95.8
Carpentry	12	0	0.0	12	100.0
Construction	0	0	0.0	0	0.0
Central Team	1880	8	0.4	1872	99.6
Custodial	750	234	31.2	516	68.8
Electrical	389	4	1.0	385	99.0
Energy Management	2109	90	4.3	2019	95.7
Equipment Services	0	0	0.0	0	0.0
Events/Set-Up	22	0	0.0	22	100.0
Athletic Fields	0	0	0.0	0	0.0
General Maint	1900	79	4.2	1821	95.8
Grounds	600	14	2.3	586	97.7
HVAC Shop	1929	209	10.8	1720	89.2
Lock	0	0	0.0	0	0.0
Main	0	0	0.0	0	0.0
Materials	4	4	100.0	0	0.0
Mechanical	11	2	18.2	9	81.8
Moving	0	0	0.0	0	0.0
Paint/Finish	36	1	2.8	35	97.2
Pest Control	295	14	4.7	281	95.3
Central Plant	996	243	24.4	753	75.6
Plumbing	0	0	0.0	0	0.0
Preventive Maintenance	0	0	0.0	0	0.0
Projects	0	0	0.0	0	0.0
Recycling	385	57	14.8	328	85.2
Refrigeration	0	0	0.0	0	0.0
Life Safety	0	0	0.0	0	0.0
Physical Security	0	0	0.0	0	0.0
Support Services	673	27	4.0	646	96.0
Transportation	0	0	0.0	0	0.0
HRL Zone 1	4	1	25.0	3	75.0
HRL Zone 2	5828	550	9.4	5278	90.6
HRL Zone 3	10	4	40.0	6	60.0
Total:	37404	1879	5.0%	35525	95.0%

DFM Highlights and Achievements:

- We continue to receive positive feedback on the LED lighting installed at Diddle Arena. Several large video display boards were added by Athletics in 2015 enhancing the overall experience that added significant electrical demand during games. Power meter data for the 4th quarter of 2015 was reviewed and for the facility as a whole which showed about an \$8,000 net reduction in electrical consumption compared to the matching quarter for 2014.



- Tree Campus USA is a national program created in 2008 by the Arbor Day Foundation and to honor colleges and universities for effective campus forest management and for engaging staff and students in conservation goals. WKU achieved the 2015 title by meeting Tree Campus USA's five standards, which include maintaining a tree advisory committee, a campus tree-care plan, dedicated annual expenditures for its campus tree program, an Arbor Day observance and student service-learning project. Currently there are 254 campuses across the United States with this recognition. "WKU diligently preserves and consistently strives to improve our diversified urban forest of over 3,600 trees," Campus Services Manager Josh Twardowski said. "WKU has been recognized for the past six years as being a Tree Campus USA® in addition to earning Accredited Arboretum status in January of last year. WKU's commitment to maintain a healthy and vigorous tree population is of the utmost importance and one of our core goals. We encourage faculty, staff, students and visitors to learn and benefit from our urban forest."
- An aerial infrared survey of the campus was flown the evening of 2/28/16, the report has been received and analyzed. We have developed and prioritized areas of failed piping that will be replaced this coming summer. Until late last heating season, we were at about 70% recovered return which is excellent. The last aerial survey was completed in November of 2013 a comparison of this IR scan to the 2016 scan was very helpful in determining what projects required priority. Several roof leaks have appeared in recent months with the most notable being at Jones Jagers, the IR thermography did show how widespread this roof leak is, as well as roof conditions for all buildings.
- WKU has participated in 5-minute response electrical load reduction program with TVA/BGMU since 2011. This single program has provided over \$600,000 in credits to WKU. The additional HVAC equipment at DSU and Honors College was incorporated into "load shed" register for April. The Energy Management Group performed remote activation functional testing of this programming on April 26th and again on April 27th after several more changes were made to programming. Both tests were successful in reducing kW demand load to or below the contract protected maximum of 7500 kW.
- Purchased the new Hydro Pro and have put a team in place that will take care of window cleaning both inside and outside. We have also purchased six Omni flex machines to help in scrubbing the floors and distributed them to FAC, Gatton, Grise, South Campus, Preston, and Tate Page. The Omni Flex AutoVac is

a crossover auto scrubber that cleans as well and as fast as a traditional walk-behind or ride-on auto scrubber – at a fraction of the cost!

- Diddle basketball court was treated with Recon a product provided to us by Hill yard. Recon helps to bring back the squeak on the floor. It also helps to protect and eliminate shoe marks.
- The two large air handlers serving all of Helm Library were removed in May after 60+ years of service. New air handlers were installed along with associated controls and valves.
- An engineering survey of Fine Arts Building Automation Controls was completed which wraps up the preliminary work to identify the project scope and cost to replace the pneumatic controls. The first phase of this project will replace pneumatic controls on twelve air handlers.
- Underground steam and condensate pipe replacement projects were completed at Southwest Hall. Preston Center replacement expansion joints was also completed. Failed piping was observed in both locations and was replaced. Failed piping was found at the Meredith location exactly where it was indicated by the aerial infrared survey. Lyons Company completed piping work assisted by Scott & Ritter, and Bluegrass Insulation.
- Williams Restoration completed the limestone restoration at Helm Library. Williams Restoration also completed tuck pointing, and sealing all of the exterior limestone walls.
- Electrical consumption decreased 6.86% in May of 2016 compared to the same period in 2015. Cost decreased by 5.8% or \$19,662. KW demand decreased by 6.9%. There were 194 heating degree days compared to 193 in 2015. There were 105 cooling degree days, a decrease of 27.6% over 2015. There were 113 heating degree days an increase of 146%.
- WKU's Recycling Rate is steadily climbing--thanks to committed partners across campus who are taking responsibility to reduce and divert waste through various initiatives. One partnership that has been integral in engaging WKU students in recycling and waste reduction is the Student Government Association's Sustainability Committee, and in June, WKU Resource Conservation led several students from the committee on a field trip to QRS in Louisville to learn more about WKU's waste stream. This tour allowed students to better understand recycling operations, challenges, and opportunities, and it also set a solid foundation for student engagement and action for the upcoming academic year.
- Completed LED lighting replacement at LT Smith East.
- Replaced the fixtures in the Diddle Auxiliary Gyms with LED lighting. Re-lamping and repair of the existing lighting CFL fixtures was scheduled. Lamps and ballasts were priced and found to cost nearly \$11,000 this

cycle. This LED project will replace all of the existing 112 fixtures with LED. Energy consumption will be reduced 69%, re-lamping will be eliminated, as well as routine ballast replacement every other year. Simple pay back with a qualifying TVA incentive of \$2,003 is 1.8 years.

- The Central Heating Plant recently purchased a new digital combustion analyzer. Many of the newer small summer boilers that WKU purchases are 96-98% efficient condensing gas fired boilers. The older combustion analyzers did not have the capability to accurately measure flue gas content at these higher efficiencies. This new tool will allow the Steam Team to better maintain combustion efficiency on these boilers when cleaning, tuning, troubleshooting, and adjusting when performing service.
- In August during WKU's 2016 M.A.S.T.E.R. Plan, WKU hosted its first Zero-Waste event. WKU Resource Conservation worked with Dining Services, Housing & Residence Life, and the Student Government Association's Sustainability Committee to plan this event and successfully divert over nearly 100% of waste from the landfill.
 - ✓ 1,200 incoming freshman attended the event—that's 1,200 students exposed to Waste-Reduction programming
 - ✓ Diverted 187 lbs. of food and liquid waste from the landfill through composting
 - ✓ Reduced total waste generated by 1,500 plastic bottles and aluminum cans by switching to bulk beverage stations with reusable cups
 - ✓ Generated less than 1 lb. of landfill waste
- Kevin Gutierrez, Environmental Services Supervisor won an award from the President, Outstanding and Meritorious Service.



- WKU has contracted out 203 custodial and grounds hourly positions to Sodexo. This included all BSA positions on campus. 18 FTE were excluded in this costing due to 20 plus years at WKU. This contract was effective as of August 1, 2016. Positive Impacts with this decision to contract out:
 - Savings to the university over a five-year period estimated over \$4M
 - Reduce employee turnover and improve overall quality of our program
 - No reduction in Full time employee count
 - Increased and competitive salaries (can compete with BG Schools, County Schools and Hospitals)
 - Medical benefits are comparable to current benefits with offerings
 - 401K retirement system is optional, new employees automatically enrolled in the program
 - Payout of all WKU vacation to employees who would be hired by Sodexo
 - EAP program
 - Short-term and Long-term disability
 - Working for one of the nation's largest facilities management companies
 - Working for a company who has a history of being one of the top diversity programs of Fortune 500 companies
 - Management team is familiar with staff having worked with them for the past 20 years and understands the WKU environment. This continuity should help with transition.

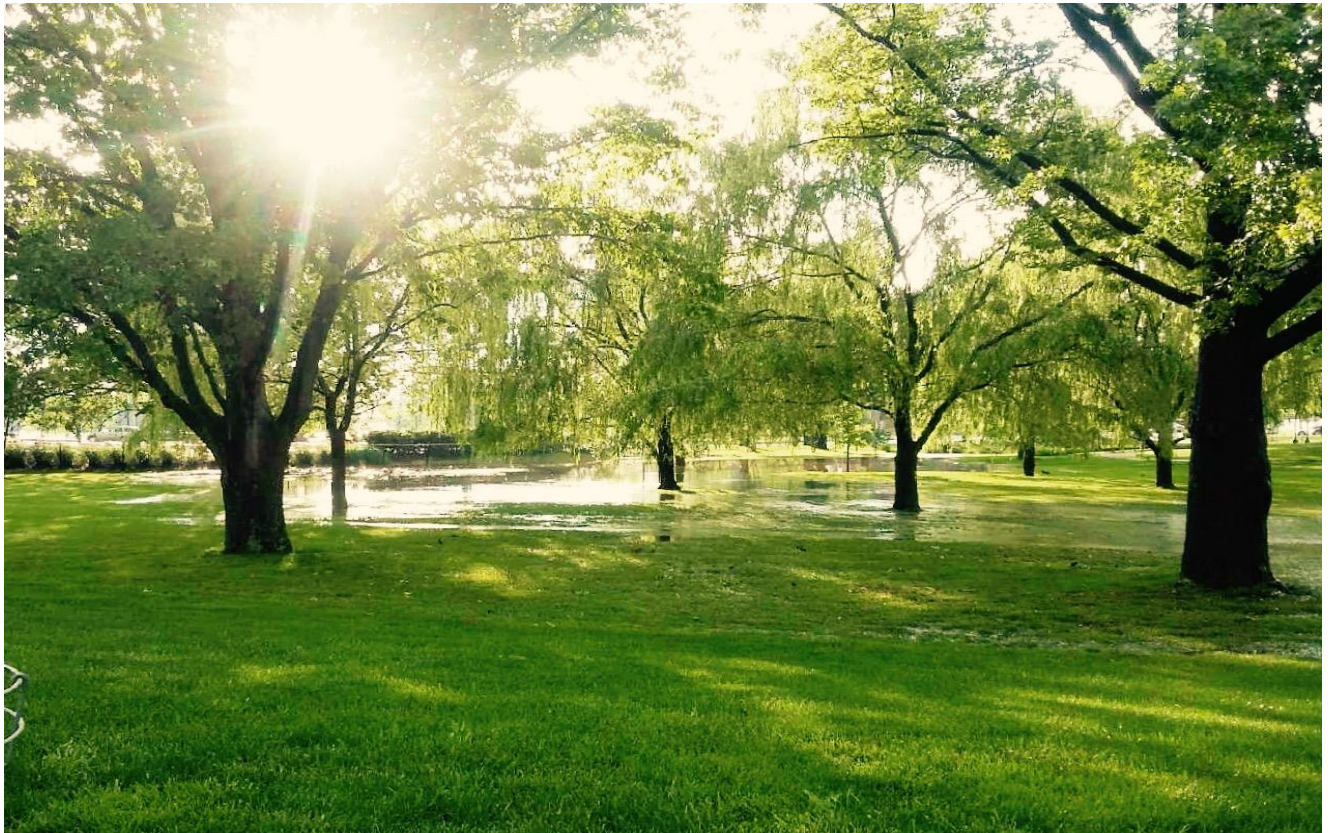
- The replacement of the #2 chiller and cooling tower at the Knicely Conference Center was completed in September. The new, York scroll machine and Marley tower were started up and put into service. They replace a 25-year-old reciprocating R-22 machine that had become obsolete and a tower that was beginning to rust heavily. Last October one of the reciprocating compressors had a catastrophic failure that knocked out the power to the entire building.
- The Central Heating Plant recently completed overhaul of two boiler feed water pump in preparation for the upcoming heating season. The dealkalizer has received fresh ion exchange resin and is now in tip top shape. Steam traps have been serviced, and condensate pumps have been tested campus wide. A replacement steam to hot water converter project at Garrett is now complete, inspected, and ready for service. Condensate from the heater was dumped last season due to leaking tubes. Several underground steam and condensate piping leaks were addressed this summer that should improve the operating efficiency of the plant. Piping and valves located in seven manholes were re-insulated.
- A project to replace the chiller and make-up air handler at Jones Jagers is currently in process. The new, York air cooled scroll machine will replace a 25-year-old reciprocating R-22 machine that has become obsolete. The air handler has also become challenging to maintain as it has been in service for 47 years. A cooling section has been incorporated into the new air handler which will help to reduce humidity inside the building during the summer. The building has had ongoing issues with sporadic mold growth the past two summers which should be reduced or eliminated with the air handler upgrade.
- Building temperature schedules were developed for the upcoming 2016 Christmas Break. This year was much different as housekeeping staff and grounds staff were working except for the actual Federal holidays. The temperature setbacks that have been a long standing tradition since 2009 will be phased in as cleaning and floor maintenance projects rotate from building to building to accommodate our staffing in these buildings.









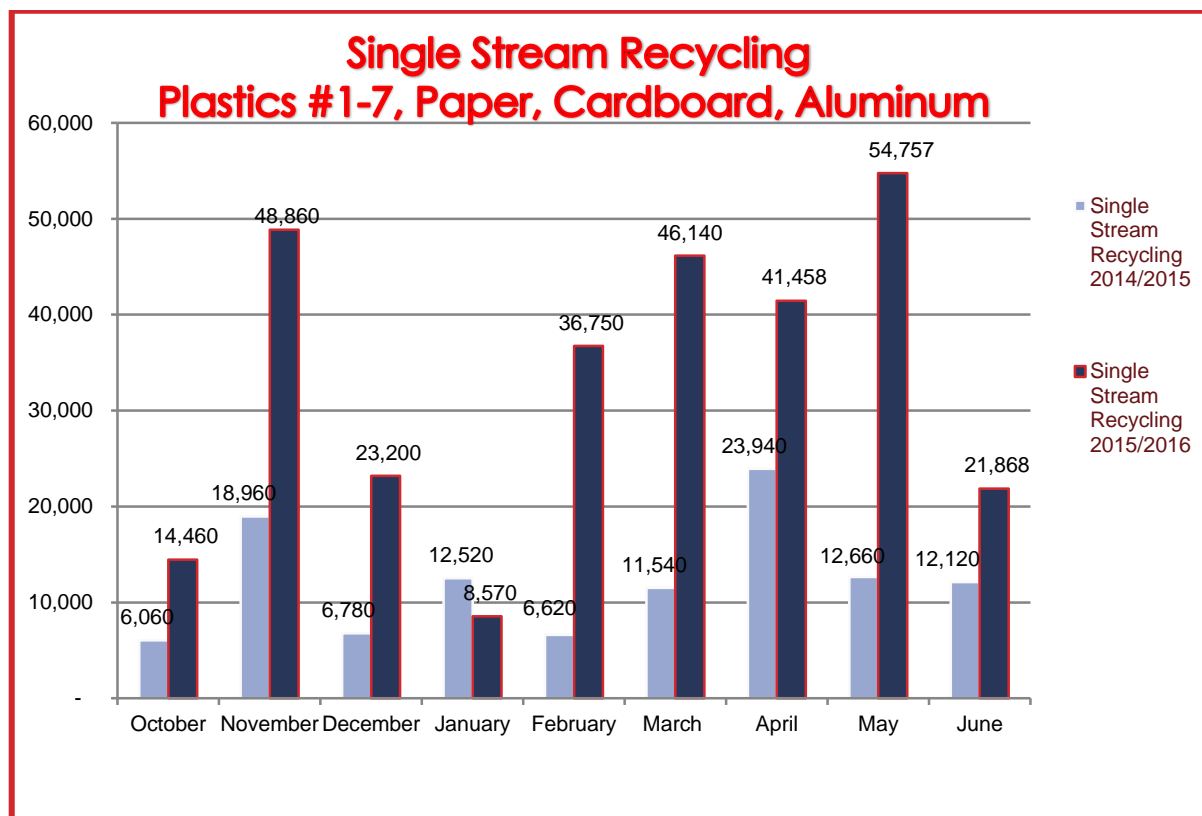


WKU Resource Conservation

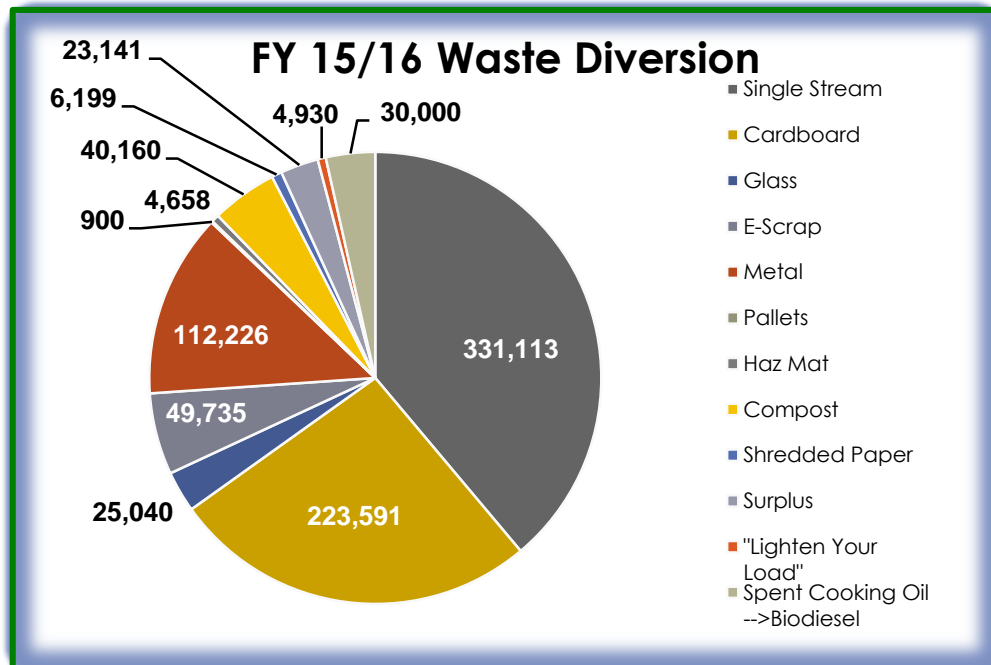
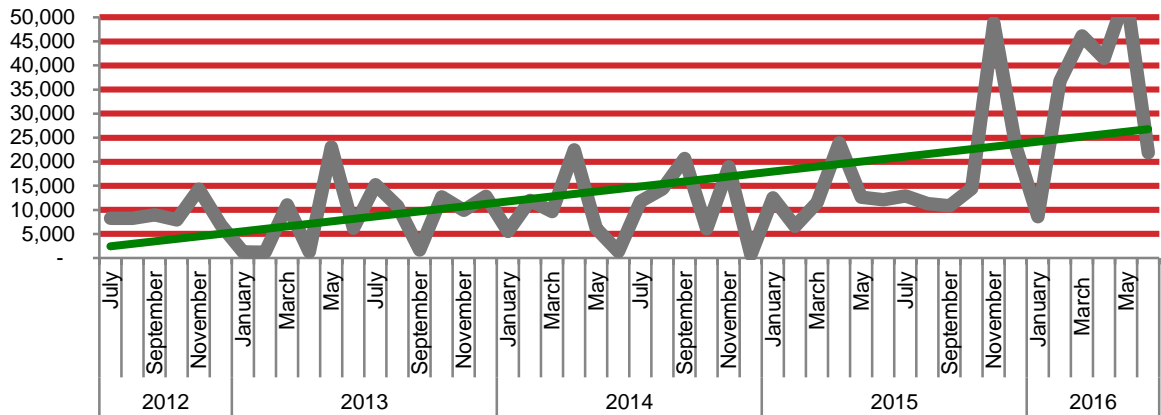


FY 15/16 was a BIG year for WKU Resource Conservation! The Department of Facilities Management invested significantly in the Recycling Program, purchasing 27 eight-yard recycling dumpsters and additional outdoor recycling bins while increasing signage and outreach across campus, partnering with a new recycling company, and shifting operations to improve efficiency. This has resulted in the following achievements:

- Recycling Rate increased from 13% to 18%
- 109% increase in Single Stream recycling
- 4% decrease in total waste going to the landfill



Single Stream Recycling Trends 2012-Present



Communication Tools:



The following tools provide us with documentation of where we can improve our services and also documents where services are excelling.

- Customer Satisfaction Surveys
- Weekly follow-up calls on random completed work orders made to customers
- Monthly Quality Assurance Inspections done on Grounds Services
- Monthly Quality Assurance Inspections done on Custodial Services
- Work Order Age Reports sent out monthly
- PM Age Reports sent out
- Electronic work order requestor provides email update each time a status changes or they can log in to the requestor and see updates on any open work orders they have submitted.
- Work Order statistics run and reviewed periodically
- Follow-up

Customer Work Order System follow-up- Anytime the work order status is changed, the customer, if reported through web requestor gets an email back and any notes put in the Labor Report are also sent with email.



Safety, Training, Professional Development and Recognition:

Safety is our number one priority. Each month we provide them with a monthly safety training topic. Our programs consist of required safety trainings, refresher training, general safety and professional development.

Educating and training our people is important to us. We continue to look for innovations in our training opportunities. Keeping them abreast of new technology and available certification programs that will benefit all involved has been on our forefront. Our Career Path for DFM has gone over well.

TRAINING TOPICS:

- Monthly and Weekly Safety Trainings and topics provided
- Custodial Cleaning Standards/Method of the Week
- GED classes
- Sodexo TPC online training courses
- CMI Custodial Technician Certifications
- APPA Supervisor Toolkit Training
- WKU Career Path
- Cross Training
- PGMS Grounds Certifications
- Training for HR Certifications
- CPR Training
- On Boarding
- Orientation
- In house Training courses
- Continue to Expand Training Opportunities to DFM



The Facilities Management team is committed to the goal of developing a training program that will motivate and develop all team members and provide opportunities to the team they have not been afforded previously.

WKU benefits by promoting a culture focused on development and continuous learning, creating a more resilient workforce that can adapt to changing times, reducing departmental turnover, and fostering a natural succession planning program. Team members benefit in that completion of the program creates a sense of accomplishment as individuals move up the ladder, creating a feeling of belonging as employees gain entrance into an elite group of like-minded individuals. ***Our current career path is being eliminated and re-structured.***

License Renewal Continuing Education Credits:

The licensed trades group here at WKU prefers to have a certified trainer come to campus to teach their annual continuing education course for license renewals. Therefore, we contract out with various groups to bring training for Plumbers, HVAC Technicians and Electricians on-site. In addition, Sodexo has purchased licensing to TPC online courseware on the Internet. Team members have access to customized maintenance, customer service and safety training courses. Courses include topics related to the core competencies of the job to help foster a continuing education environment above and beyond that required by the state licensing board. In addition to the tradesmen, many of our team members hold other professional licenses and certificates such as: Certified Facilities Manager, Landscape Architect, Arborist, NICET Fire Alarm Inspector, GIS Technicians, and Generator Specialists to name a few. In order to keep this group up-to-date in their areas of expertise, they are encouraged to attend the annual conferences and seminars hosted by the National sponsors. Research is on-going for new certificates available to our team members to encourage life-long education and growth in their fields of expertise.



2017 Professional Development Plans and Goals

- Custodial Method of the Week
- Monthly Safety Topic provided to all staff
- OSHA required training provided to staff
- Weekly Safety Message sent out
- Leadership Training for Supervisors held once a month
- Continuing Education for our Licensed Trades
- PGMS Grounds certification classes to start for new employees
- CMMS custodial certification, plans to start classes in April
- ESLI classes are planned for 2017
- Safety Orientation classes
- On-Boarding sessions
- Work on developing succession planning
- Cross Training in areas continue
- Continuing education for those managers that carry certifications and licenses
- Plans to have 2 managers work on getting their PHR
- Plans to have maintenance manager work on getting CFM
- Plans to have custodial manager get their ICE certification



APPRECIATION/RECOGNITION

- **Sodexo/WKU** participated in community activity, Bowl for Kids' Sake, **funded by Sodexo**
- Celebrated Administrative professional's day, took our support staff to eat at Cheddars and thanked them for all their hard work and support throughout the year **funded by Sodexo**.
- Annual Pizza Party provided to our HRL staff, to show appreciation for their hard work during move in weekends **funded by Sodexo**
- Monthly DFM birthday board put up in main office, to show appreciation to staff on their designated birthdays throughout the year.
- BSA recognizes those employees with excellent attendance throughout the year.
- HRL recognizes monthly a Hilltopper Hero from their group. Who performs and goes the extra mile.
- Two Employee of the Month Awards given each month. With Sodexo providing them with a \$25 gift card, along with recognition. **Program funded by Sodexo**
- Pizza Party provided to staff that moved to the next level in their Career Path. Just a small appreciation to say Great Job! **Funded by Sodexo**
- Annual Taco/chili employee appreciation held by our EAC and sponsored by **Sodexo**.
- Annual ice cream appreciation held by our EAC and sponsored by **Sodexo**.



BENCHMARKING:

APPA Levels

With 100 years in education experience, **APPA is the industry standard for the college and university market and is utilized by Sodexo as the benchmark for all facilities management evaluations.** The current operational standards have been compared to APPA Standards. Within these standards, APPA Levels of 1 to 5 have been established to designate the highest to lowest measures of service. Contributing factors when determining APPA Levels are staffing, preferred quality and available budget. The KRI's below for WKU Facilities Management Department indicates where they fall within the APPA Level guidelines.

WKU APPA's Levels of Service

Level	Maintenance	Custodial	Grounds
1	Showpiece Facility	Orderly Spotlessness	State of the Art
2	Comprehensive Stewardship	Orderly Tidiness	High Level
3	Managed Care	Casual Inattention	Moderate Level
4	Reactive Management	Moderate Dinginess	Moderately Low-Level
5	Crisis Response	Unkempt Neglect	Minimum Level

Maintenance: Currently maintained at a level consistent with staff level and budget. The current quality level is **APPA Level 2.5.**

Custodial: With a combination of training, equipment, cleaning solutions and quality of stands with a customer service focus, the custodial program is currently maintained at an **APPA Level 3.**

Grounds: From an aesthetic point of view, the campus grounds and landscape are currently maintained at an **APPA Level 1.**

Link to APPA Level Descriptions: http://www.wku.edu/facilities/appa_standards.pdf





Sodexo's value to our WKU Partner

The **Sodexo** management team partners with **Western Kentucky University** to create a highest quality of life on a very dynamic and comprehensive university campus.

The **Sodexo** management team looks to the future with innovation as our focused pursuit such as in the areas of energy management and a vision of landscape that endears with pride the retention of students.

The **Sodexo** management team considers sustainability as a core to our management of **Western Kentucky University's** resources. We continue to improve our initiatives in recycling, reuse/repurpose campus surplus, material handling, storm water management, student interns, and the communication of these initiatives to the campus at-large.

The **Sodexo** management team continues to be engaged with the Warren County community at large, with student mentoring, multiple food drives and their involvement with community activities.

The **Sodexo** management team is proud to be the strategic partner with **Western Kentucky University**.

