Mission and Vision

The Physical Plant Department’s (PPD) mission is to consistently deliver effective programs and efficient facility services based on sustainable and collaborative outcomes aligned with the University of New Mexico’s core mission.

Our community, state, and national peers will recognize the University of New Mexico’s Physical Plant Department as a leader in campus sustainability and facilities stewardship.

Organizational Chart
# 2013 – 2014 Annual Report

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Executive Summary

The Physical Plant Department (PPD) is responsible for maintaining the physical campus in a manner that provides the campus community with an environment conducive to education, research and public service. This includes the indoor and outdoor environment of what is commonly referred to as the north campus (including the Health Sciences Center), main campus and south campus. Additionally, the department maintains the University’s district energy system providing electricity, steam, chilled water and domestic water through its own distribution systems.

The Physical Plant Department is challenged with maintaining sophisticated facilities that require a highly skilled workforce. The department prides itself on the level of training and the extensive credentials of its staff. The comprehensive education, training and dedication of hundreds of employees enables the department to deliver the level of service necessary to support the mission of the University of New Mexico. In April, the department’s efforts were recognized by the leading education facilities industry group (APPA – Leadership in Education Facilities). APPA conducted an exhaustive assessment of PPD’s systems, processes, activities, and people and determined that PPD should receive APPA’s Award for Excellence. This is the highest institutional honor bestowed by APPA.

The Physical Plant Department is comprised of five divisions; Environmental Services, Engineering and Energy Services, Maintenance and Planning, Finance and Administration, and Utilities. During the year, each of the divisions supported the ISS goals of Finance, Customers and other Stakeholders, Internal Processes, and Learning and Career Growth. The Finance goal was supported by projects such as the new cogeneration unit in the Ford Utilities Center. This new equipment will reduce the operating budget while also reducing the carbon footprint of the campus. The department replaced 14 irrigation systems last year resulting in significant water savings. This is an example of an effort that supported two goals. Saving water reduces expenses (Finance) but it also demonstrates to the campus community that PPD is a good steward of resources (Customers and other Stakeholders). Another example of increased performance for our Customers and Stakeholders is the creation of a Communications Specialist. PPD initiated several new modes of communication with the campus community to enhance PPD’s image and increase employee engagement. PPD employees’ participation in industry group activities (such as APPA training and conferences) is an example of one way in which PPD supported the ISS goal of Learning and Career Growth. PPD also learned from various events during the year. The retrieval of the helicopter from the hospital was a great learning experience for PPD personnel. After the event, the divisions revised procedures and purchased equipment to be better prepared for the next emergency operation (Internal Processes).
Accomplishments & Significant Developments

Environmental Services Division

The Environmental Services Division has five subdivisions; Grounds and Landscaping, Automotive, Custodial, Special Activities, and Sustainability. The Division developed training for OSHA’s new system of classification and labeling of chemicals and Safety Data Sheets. Training was presented to all PPD staff to comply with OSHA guidelines.

Grounds & Landscaping

- Irrigation systems were replaced at Art Annex, North Anthropology and the North side of Las Lomas and Redondo intersection. The existing systems were over 30 years old and inefficient. The new systems have reduced water usage in these areas by over 30%. Ten additional irrigation renovations were completed throughout campus to improve efficiencies and distribution uniformity. Water savings in these areas are expected to be between 15 and 20%.
- In coordination with the Facilities Access Committee, Grounds and Landscaping continued to identify and improve access to the campus walkways by installing new ramps and walkways to improve accessibility. Projects included adding a handicap accessible sidewalk along the south side of Tucker from Yale to Domenici Education, and ramps were added and or replaced at the north side of Hokona, Latin American, Farris Engineering, south side Lomas parking structure, north side Las Lomas from Yale to Chiller plant and southwest of the tennis courts.
- Two additional trash compactors were installed at Dental Clinic and Hibben Center to improve refuse removal efficiencies and lower costs.
- On July 26, 2013 a severe storm passed through the university campus. UNM lost over 20 large trees and many others severely damaged. The Grounds & Landscaping staff responded throughout the weekend to ensure the campus was safe and cleaned up without disruption of classes or services.
- Grounds & Landscaping assisted with and provided technical support for the North Golf Course Improvement project.
- Grounds & Landscaping initiated a water safety program on all exterior water features on main and north campus including twice a week testing of water for chlorine levels.
- The Grounds & Landscaping department moved into a new facility by replacing the 30 year old “temporary” trailer.
- The Grounds & Landscaping department provided support to student groups and organizations for numerous events including Freshmen Family Days, Welcome Back Days, Homecoming Festivities, Hanging of the Greens, Red Rally, Graduation and Commencement ceremonies. They worked with student groups to renovate several areas of Campus during the Fall Frenzy activities in September 2013.
Special Activities

- Jessica Regensburg was hired in October 2013, as Supervisor of Special Activities.
- Special Activities staff assumed responsibility for assembling, installing and maintaining landscape features on main and north campus including benches, tables, bike racks, trash cans and other similar features. This generates revenue for PPD and keeps UNM dollars inside UNM.
- Special Activities staff also began disassembling and assembling furniture in conjunction with office moves. This revenue generation function previously had to be coordinated with area maintenance staff, taking them away from other functions.
- Continued support of major events such as Graduation and over 30 Commencement ceremonies in December and May, Freshmen Family Days, Welcome Back Days, Homecoming Festivities, Hanging of the Greens, Red Rally, Spring Storm and Science Fair.
- The Special Activities staff completed over 800 requests for event support and office moves.

Automotive

- The Automotive center assumed the management of the fueling system from UNM Purchasing in October 2013. This included overseeing the implementation of a new fuel management system and transitioning away from Fuel Cards to meet the University’s PCI compliance.
- Automotive technicians completed over 2,500 service requests on the university fleet.

Main Campus Custodial

Our major challenge in FY14 was to combine all our staff to a shift change from 4:30 am to 1:00 pm service. In response, we have become a more efficient and effective organization. We have united our schedules to maximize our productive work hours, and minimize safety hazards, while also saving energy. Our staff covers 4,605,708 cleanable square feet of facilities at an APPA Level 2 Cleaning Standard.

- Main Campus Custodial Services consists of 123 FTE’s comprising six sections: Five custodial sections and one section specializing in floors.
- Staff training continues each month in the OS-1 cleaning systems. During the fiscal year 15,840 training hours were provided to our custodial staff. 11,088 hours were devoted to special projects such as floor and carpet care projects.
- Main Campus Custodial Services continues to maintain a high safety audit rating and keeps safety awareness at a high priority level.
- Main Campus Custodial continues to look for ways to become more sustainable, such as using the flat mop system, thereby saving water and reducing labor costs.
HSC Campus Custodial
HSC Custodial has undergone a transition to standardize the cleaning operation to be in line with the operations on Main Campus. We have accomplished that through standardized training. We have concentrated on team cleaning, floor care, and lead training. Our staff covers 1,073,392 square feet at an APPA Level 1 Cleaning Standard.

- HSC Campus Custodial Services consists of 31 Custodians, 9 Leads, 2 Supervisors, 1 Administrative Assistant, and 1 Manager.
- During the fiscal year 5,280 training hours were provided to staff. 3,696 training hours were devoted to special projects, such as floor care.
- All paper and chemical products have been standardized. We use “green” products when possible.

Office of Sustainability
- In August 2013, UNM won the “sustainable business award” at the Sustainable Business Summit which was co-sponsored by Albuquerque Business First and the New Mexico Green Chamber of Commerce. In April, UNM was included in the Princeton Review “Guide to 332 Green Colleges” for the fourth year in a row.
- In January 2014, a new 81 KW solar power system was completed on the roof of the newest UNM Continuing Education building. The system was partially funded by a donation.
- In January 2014, Linda McCormick retired as Resource Conservation Manager and returned part time to work on finding additional customers to pay for recycling services. Mary Clark, Sustainability Manager, assumed management of UNM Recycling and hired Scott George in April as the Recycling Supervisor.

Maintenance & Planning Division
The Maintenance and Planning division completed 19,552 work orders last year. That equated to $6.8 million in cost. The division has accomplished the following items this fiscal year:

Area Maintenance
- **All Area techs using ipads for work orders** - During the year, all maintenance areas are using mobile devices to access work orders. With much assistance from PPD/ IT group, devices were issued, training was held in each area and paper work orders stopped being issued. Early results indicate data collected is more accurate and the problem of old, finished work orders staying open has been minimized. Paper use has dropped considerably.
- **New elevator maintenance contract** - An RFP was prepared and issued for a 4 year elevator maintenance contract. Kone was awarded the contract for 161 elevator units on the Albuquerque campus. We were able to negotiate 80 hours per week of on campus elevator staff with a slight savings over the previous 60 technician hours from the old contract.
• **Purchased radios for emergency backup** - Following the helicopter crash at the hospital, it was determined that a better, redundant, communication system was needed. We purchased 11 new 2-way radios and renewed the FCC license. A new repeater will be installed on the roof of Popejoy to enhance radio performance.

• **Staff training** - The first year of a 4 year plan for technician training was begun. All area maintenance staff received training in customer service, first aid, CPR, and blood borne pathogens. This was a joint effort between Continuing Education and PPD.

• **Safety** - The division had a total of 10 reported accidents from June 2013 to July of 2014. This is exceptional considering the number of staff and the type of work they do. This could be attributed to the work of the PPD Safety committee and the well documented and thorough safety training that is delivered to staff each year.

• Area Technicians have returned to the after-hours call back program. This is a voluntary program that pays staff technicians who are available to come and handle emergencies.

**Sign Shop**

• The Sign Shop extended the building monument project into the Health Sciences Center. The shop worked with the Planning and Campus Development Department to change the coloring of the signs to match the standard format for HSC.

• Installation of placards onto the street drains throughout campus. This program was initiated by Safety and Risk Services to protect our watershed system. The warning placards will remind people to recognize that the street drains connect to our local water ways.

**Lock Shop**

As more of the equipment and projects get entered into the TMA system, the response to work order requests improves. This past year showed large gains in the backlog of work requests and work performed.

• The Lock Shop increased the use of electronic access control devices throughout the main and branch campuses.

• A re-key of many buildings improved the overall deferred maintenance effort by eliminating old outdated key ways and equipment.

• The Los Alamos campus requested the repair of many of their devices and also installed electronic access control systems on key doors.

• BR&R funds were provided this year to replace the aging key core equipment.

• The Facility Access Committee (ADA compliance) also provided funds for the repair/replacement of automatic door closers throughout the campus.
Remodel

This year was another successful year for the Remodel Section. Remodel completed 197 projects totaling $4,062,944. Our staff was reduced which helped our cost effectiveness and project surveys showed no decrease in customer service.

- Repair of $494,000 worth of roofs in our continuing Extensive Preventive Maintenance Program.
- Projects include the replacement of the HVAC and exhaust system in the Mattox Building and the repair of multiple restrooms on campus.

Utilities Division

- The second cogeneration unit at the Ford Utilities Center was completed on January 15. The project was funded and managed by Lobo Energy and Larry Schuster was the project manager. The project completed three months ahead of schedule and under budget. Injector sound resonance issues that led to numerous unplanned shutdowns were resolved under warranty by Solar Turbines, Incorporated.
- To take best advantage of the waste-heat steam produced by the gas turbine’s heat recovery system and to maximize electrical output of the existing steam turbine electrical generator, the CUP absorption chiller was restored to operation. Remotely-actuated pressure-reducing valves were added to the campus steam distribution system to provide more stable control.
- The existing cogeneration unit at Ford Utilities Center underwent two major unplanned shutdowns. The first occurred in March when the unit failed its emissions test due to injector fouling. The injectors were cleaned, and the unit passed the re-test. In May, the unit was voluntarily shutdown after a turbine blade was damaged by a foreign object and was offline until June 26. Although the exact cause could not be determined, staff suspected ice ingestion from the evaporative cooler. The cost of repair was covered by State Risk Management. Corrective procedures and controls settings were implemented to prevent further occurrences.
- In April, the UNM Emergency Operations Center was activated, and the Division supported efforts to remove a crashed helicopter from the roof of UNMH. This work required the disconnection of electricity from PNM. As UNM separated from the PNM electrical grid, however, a PNM outage was sensed at Ford Utilities Center and an automatic shutdown of GTG #2 was initiated. GTG #1 was immediately overloaded and shut down automatically to protect itself. That led to a cascade effect that shut off the entire plant. Modifications to the turbine and electrical distribution controls systems have been completed that will allow both turbines to operate in parallel in the future. A clearer understanding of how to both initiate and restore power during such an event has been used to update the Division’s Standard Operating Procedures.
• **Student Family Housing** - The Division entered into an MOU to operate the central plant at Student Family Housing. Improvements were made to the plant equipment to meet current code requirements and to increase the plant’s reliability. Additional capital improvements to replace or repair failing infrastructure are planned. The highest priority, replacement of electrical distribution within the complex, was designed, and the construction contract was in procurement at the end of the fiscal year.

• **Mesa del Sol Micro Grid** - The Division took over operation of the NEDO micro-grid systems at Mesa del Sol. Collaboration with the research team and negotiations with the owners of the Mesa del Sol Aperture Center are underway to reach an understanding of Utilities’ future involvement.

• **Solar Photovoltaic Projects** - A solar PV system was installed at Continuing Education (81 kW), and a third at UNM West (110 kW) was in procurement at the end of the fiscal year.

**Engineering & Energy Services**

- The annual savings of the Energy Conservation program initiated by Engineering & Energy Services now exceeds $2.2 million and has avoided more than $11,000,000 since inception.
- The building energy system installations which have been completed utilizing Engineering & Energy Services staff has saved more than $95,000 (a 20% savings) when compared to projects utilizing contracted services. Additionally Engineering & Energy Services projects have delivered control systems installations on average of 5% below estimated costs.
- Major projects completed during this reporting period include heating, cooling, ventilation and lighting projects in Art, Regener and Woodward, New Mexico Law and the Basic Research Facility. These projects have invested approximately $2,500 in building system replacements. Not only did these projects result in utility cost avoidance, but they also modernized aging building systems, reduced maintenance and increased system reliability.

**Communications**

The PPD Communication and Outreach Specialist position was established on July 1st. This is a completely new position for the department, and one that is rare in the facilities management field. The last year has been exciting and challenging to implement processes of communications for a very large, complex department.

One of the first things to be accomplished was the creation of PPD’s Communication Plan. This plan included much of what has been accomplished for FY13-14. The goals stated in the Communication Plan include:

1. To strengthen PPD’s internal and external communications by communicating clearly, accurately, professionally, and timely.
2. To improve the visibility of PPD’s projects, initiatives, staff, and stewardship, at the University of New Mexico and the New Mexico community.

3. To increase the amount of internal and external communications regarding PPD’s presence on campus, in order to improve the department’s credibility, reputation, morale, and leadership.

- The PPD News, an electronic newsletter, began in September 2013. Over the course of this fiscal year, 36 issues have been published. This newsletter started off as an internal newsletter for the more than 400 employees of PPD, but grew to be read by a larger UNM audience. Today, the PPD News is distributed to individuals all across campus who have expressed an interest in this type of news, i.e. building coordinators.

- The PPD Building Coordinator Meeting was launched on November 13, 2013, with approximately 100 coordinators in attendance. The purpose of this meeting is to educate this group about PPD, its operations, maintenance processes and procedures, and how they can be instrumental in keeping our buildings in good repair, safe, and conducive to the needs of the occupants of our buildings. This meeting is held each Fall, Spring, and Summer, therefore two meetings were conducted in FY14.

- 14 news stories have been written about PPD for the UNM Newsroom portion of the UNM website during this fiscal year. These stories have sparked interest from The Albuquerque Journal and local television news stations to cover positive stories about UNM and the Physical Plant Department.

- In April, PPD implemented the Communication Card for Areas 1 – 4, PPD Automotive Center, Pest Management, Main Campus Custodial Services and HSC Custodial Services. This communication tool is designed to interact with our customers when they are not available to speak with technicians. The card enables them to say “we were here,” when work has been completed, if it’s still in progress or delayed for any reason.

- In April, PPD was notified that it was selected for the APPA Award for Excellence. PPD Communications wrote the script for a video and developed a shot list which was provided to New Mexico PBS (KNME) for production. The result was a seven-minute video highlighting the beauty of our campus, and the dedication our staff.

Finance and Administration Division

Work Control

- This year PPD initiated and completed 64,746 work orders through the TMA system. A total of 7,566 phone calls were received by Work Control staff during this fiscal year.

- Work Control was able to reduce its staff by .25 employees (6%) with the implementation of WebTMA Go in the four Area Maintenance Shops. Efficiencies were gained as the Maintenance Shops now enter in their labor hours and close their Work Orders in WebTMA.
Go (previously handled by Work Control). Additional services will also be added to the Service Call Coordinator role as a result of these time savings. Other areas within PPD are under consideration for implementation of this mobile technology.

ISS IT

• The PPD IS Group purchased 80 iPad minis and 80 WEBTMA GO licenses. The iPad minis were distributed in stages to all four Area Maintenance Shops within PPD. Training was completed and technicians were sent into the field for the first time with mobile technology. This allows PPD maintenance technicians to receive work orders electronically, log their time spent on each job, write comments about the job they completed, and list any parts they used.
• The PPD IS Group completed their annual computer replacement program by purchasing and replacing 35 Dell desktop computers.

Current Projects

Environmental Services

• Installation of ADA sidewalks and ramps throughout the campus.

Maintenance & Planning Division

Area Maintenance

• Roll out of the “Year of the Walk Through” program. Re-focus on locating repairs and completing them immediately.
• Conduct first round of quarterly validation testing for water safety program
• Replacing one hydraulic elevator lift system at Northrup Hall and the other at Anderson School of Management.
• Facilities Manager is managing the elevator modernization project at Cornell Parking structure. This project was funded by the Parking and Transportation department.
• Area 1 is reevaluating the maintenance costs at Athletics. This hopefully will result in an increase in funding in that area. They are also installing a UVC lighting system in improve indoor air quality.
• Area 2 continues to install UVC light systems in air handlers at the UNM Cancer Center. They are also working on installing 2 new high efficiency domestic hot heat exchangers at IDTC.
• Area 3 is completing a control valve project to increase efficiency and safety at Economics and Social Sciences.
• Area 4 is currently installing additional LED exterior fixtures around their area. They are also involved in the Clark Hall renovation and new construction at Science and Math Learning Center phase 2. They are in the final phase of Castetter Hall tenant fit out.

Sign Shop
• The effort to maintain consistent formats and styles across the campus continues. New construction projects now include standards for new signs.

Lock Shop
• The Lock Shop will continue with the implementation of the electronic access system. We intend to facilitate the use of the system as a major component of the campus security program.

Office of Sustainability
• The Student Fee Review Board approved $50,000 for the green fund, which is being administered by the Sustainability Coordinator, Earl Shank. Students and departments will be allowed to apply to this fund for grants for sustainable projects, events, etc.
• The Office of Sustainability continues to sponsor events, which promote understanding of sustainability and sustainable practices. These events include the 6th annual Sustainability Expo, Arbor Day, a UNM women’s’ volleyball green game, and a UNM women’s’ basketball green game.

Engineering & Energy Services
• Significant energy conservation and life safety projects are currently being completed:
  • CERIA – Installation of new HVAC equipment related to digital controls system upgrade.
  • Logan Hall – Upgrades to hot water system, as well as HVAC and controls upgrades on south side of building.
  • EECE – Installation of new HVAC, control and lighting systems.
  • All Valencia Campus Buildings – Remove iNET controls systems and replace them with new and complete fully functional ALC controls systems.
  • Gallup Career Education – Installation of new DDC control system.

Utilities
• Improve equipment uptime and reliability, the TMA program is being carefully reviewed to ensure that all necessary maintenance activities are properly planned, executed and tracked.
• Replace the cooling tower fill at the Lomas Chilled Water Plant to restore efficiency
Communications

- PPD Communications continues to write stories for the PPD News and UNM Newsroom.
- Processes are being created and implemented to streamline media requests for interviews. An intake process form and an “experts” list is being formulated to have staff at the ready for possible on-camera and traditional interviews.
- PPD Communications will be engaging the staff to participate in the PPD fundraiser (BBQ) to reach our goal of raising $1500 for the United Way.

Finance and Administration Division

- An assessment of the printers and copiers used by PPD was completed this fiscal year. Xerox, Ricoh, and Pacific Office Automation were evaluated. PPD selected Pacific Office Automation to provide our future printer and copier services based on the following criteria: sustainability, document management, standard equipment features, and cost. Implementation of the new equipment will take place during the first half of FY15.

Future Plans & Goals FY’14-15

Environmental Services Division

Main Campus Custodial
- Strive for 100% rating for the safety audit.
- Increase employee recognition (awards program and staff development).
- Implement environmentally safe and sustainable products and services.
- Promote growth within the custodial department by utilizing the career ladder program.

HSC Campus Custodial
- Maintain excellent safety record
- Improve working relationships and employee satisfaction

Office of Sustainability
- We will officially open the Office of Sustainability in the Fall 2014. The office will attempt to reinstate the Eco-Rep program in the residence halls. This program educates student representatives living on campus on how to promote recycling and energy conservation to other students. We will also complete a sustainability strategic plan and update the UNM Climate Action Plan.

Maintenance & Planning Division

- Refine the Water Safety Program
- Improve preventive maintenance program verification using new labels
• Work on the cost relationship between the preventive maintenance program and the cost avoidance of the corrective work.

• Goals for next year include the coordination of Project Management into a single organization. The intent is to gather all major maintenance projects within the Remodel Section to insure a consistent and comprehensive program of completion. The tracking and scheduling of projects will be a priority in the upcoming year as well as continuing our high value of customer service.

Utilities Division

• Improve reliability and communication with the eDNA database, replacement of the controls for the chiller plant is being investigated for feasibility.

• Pursue the use of iPads in conjunction with TMA, and evaluate use for gathering plant operating data

• Evaluate the campus chilled water and steam load profiles for additional absorption cooling

• Evaluate acquiring an additional gas compressor for the gas turbines.

Engineering & Energy Services

• Plans for FY15 include the development of a model program to effectively determine best uses of available funding for building maintenance and energy conservation work, the completion of energy conservation projects in Anthropology and Domenici Hall, as well as infrastructure projects at the Gallup and Valencia campuses. A project will also be completed at the Seidler Natatorium that will provide dehumidification for the therapy pool area.

Communications

• Update the PPD Website to include a “news feed” and more up-to-date information that would be of interest to readers. Rachel Stone will be working with Sue Van Cleve to update the home page of the website and train Rachel to be able to do updates when needed.

• A survey of the staff at PPD and the campus community are needed to see if our communication efforts have made a positive impact. The internal survey will be compared to the PPD Work Climate survey conducted in 2009 to see if perceptions have changed since then. The external survey will be a beginning stage to see how PPD is perceived on campus.

• To integrate more communication/outreach programs, particularly with the student population. This is a population that can elevate PPD’s level of visibility on campus, and can assist in engaging the campus to recognize the importance of facilities management at our University.
Finance and Administration Division

- PPD is enhancing the reporting process for Financial and Capital Project Reporting. Beginning in the 2nd quarter of FY15, monthly meetings will be conducted with the Director, Associate Directors, and Managers of each division. Budgets, Year-to-date Expenditures, and anticipated Balances will be reviewed for all Operating Indexes and current Capital Projects managed by PPD.

Department/Staffing Information

PPD began the year with 398 staff members. 58 employees joined our team this fiscal year. A total of 54 employees were separated (retirement, resignation, etc.) ending the fiscal year with 402 PPD employees. These totals exclude student, on-call, and temp employees.

Recommendations

Maintenance & Planning Division

- Reinstate the tuition remission benefit for use at CNM
- Work with ISS to re-brand or re-vitalize the services that the Remodel section can provide.
- Schedule semi-annual campus tour with all area managers
- Schedule semi-annual update meetings with UNM Police department

Environmental Services Division

Office of Sustainability

- In order to provide greater outreach to the campus, the Office of Sustainability must be able to engage as many students and staff as possible. In order to do this we will offer unpaid internships to students, which will allow them to work on specific projects, and reach out to building coordinators and educate them on sustainable practices they can adopt in the departments.

Communications

- Overall, the goal of PPD communications is to maintain consistent visibility in the UNM community through story writing, news updates, and personal interaction. It’s important that with each opportunity, the impression left is one of professionalism, expertise, confidence, and stewardship. This can be attained through consistent educational training of the PPD staff and positive interactions between management and the staff. Establishing better internal communications will naturally influence external communications. When our staff are trained, informed, and confident in their knowledge, their interpersonal interactions with our campus constituents will improve, which in turn, advances the reputation of the department.
• It is my recommendation that a PPD marketing plan be implemented which will enhance the effectiveness of our communications, to include changing the Physical Plant Department name to something like “Facilities Management Department.”

• Implementing more outreach is also another recommendation. This has been difficult due to the overwhelming amount of communications, and the time it requires, needed to have consistent visibility on campus. Outreach within PPD is a good place to start, but also expanding that to a campus-wide initiative is my recommendation.