CONSULTATION SERVICES
FACILITIES PLANNING & OPERATIONS ORGANIZATIONAL REVIEW

The University of Central Missouri is requesting proposals from interested/qualified individuals or firms to provide consulting services related to its department of Facilities and Planning Operations to include a review and assessment of the current organizational scope, size and structure, employee skill competencies and training needs, opportunities for operations’ process improvements, effectiveness of chargeback strategies and other budget structures and labor relations. The final agreement will be between the University of Central Missouri and the selected consulting group, as per the specifications in this Request for Proposal.

The purpose of this contract will be to hire a Consultant to conduct the aforementioned organizational review and assessment for written recommendations and options to the Vice President for Administration and Finance for consideration in department restructuring. This need for review emanates from the University’s recent decision to move from a 23 year third party Facilities contracted management service model to an “in-house” managed operation.

The proposal shall provide an itemized cost not to exceed, required to achieve each milestone/deliverable within the consultant’s recommended approach, including consulting fees (hourly and per diem rates for each member of the team), miscellaneous expenses, and travel required to meet the deliverables.

IMPORTANT:
1) Proposals may not be accepted if the proposal designation name and number is not on the outside of the envelope.
2) Proposal must be prepared in accordance with Part Four Offer’s Instructions & Requirements Information. Those proposals which are not in compliance may be deemed non-responsive.
3) The last day for questions regarding this RFP is 2:00 p.m. CDST, **Tuesday June 9, 2009**. *Must be written format*
4) The University of Central Missouri reserves the right to make no award, to make award in alternate methods, to make award to multiple vendors, or to negotiate a suitable alternative for this project.

Buyer of Record: Michael D. Sibert, Director of Procurement & Materials Management
PART ONE

INTRODUCTION AND GENERAL INFORMATION

1. INTRODUCTION

1.1 This document constitutes a request for competitive, sealed proposals from qualified individuals and or companies to provide Consultation Services for the Review of the Facilities Planning & Operations Department as it moves from a contracted third party provider to an “in-house” operation, in accordance with the terms and conditions set forth herein.

2. ORGANIZATION

2.1 This document, referred to as a Request for Proposal (RFP), has been divided into the following parts for the convenience of the proposer:

2.1.1 Part One - General Information
2.1.2 Part Two - General Requirements/Terms & Conditions
2.1.3 Part Three – Scope of Work
2.1.4 Part Four - Proposal Submission Information
2.1.5 Part Five – Exhibits

3. PURPOSE OF PROPOSAL BACKGROUND INFORMATION – IN SUMMARY

3.1 The University made the determination in March 2009, to move to a self-operations model of its facilities organization after 23 year of contracted management. Transition to self-operation will occur June 30, 2009. The University recognizes there is opportunity to evaluate the organization’s efficiency and effectiveness, ensuring the best use of staff and resources. The Vice President for Administration and Finance is committed to building a focused, responsive, resource-conscious and Quality results-oriented organization.

4. TERMINOLOGY/DEFINITIONS

4.1 Whenever the following words appear in this RFP the definition or meaning described below shall apply.

4.1.1 Amendment means a written, official modification to an RFP or to a contract.

4.1.2 Proposer/Offeror means the person or organization that responds to an RFP by submitting a bid/proposal with prices to provide the equipment, supplies, and/or services as required in the RFP document.

4.1.3 Buyer of Record means the procurement staff member of the Purchasing Office who shall be the contact person for this RFP.

4.1.4 Contract means a legal and binding agreement between two or more competent parties, for a consideration for the procurement of equipment, supplies, and/or services.
4.1.5 **Consultant/Contractor** means a person or organization who is a successful proposer as a result of an RFP and who enters into a contract.

4.1.6 **Request for Proposal (RFP)** means the solicitation document issued by the Procurement Office to potential proposers for the purchase of equipment, supplies and/or services as described in the document. The definition includes the Terms and Conditions as well as all Pricing Pages and Amendments thereto.

4.1.7 **Must** means that a certain action is a mandatory condition. Failure to provide or complete will result in a proposal being considered non-responsive and not evaluated any further.

4.1.8 **May** means a certain feature, component, or action is permissible, but not required.

4.1.9 **Shall** has the same meaning as the word must.

4.1.10 **Should** means that a certain action is desirable but not mandatory.

END OF SECTION
PART TWO

GENERAL REQUIREMENTS/TERMS & CONDITIONS

1. LENGTH OF AGREEMENT

1.1 The Agreement for the University to utilize the proposed services shall not bind, nor purport to bind, the University for any commitment in excess of the contracted agreement period.

2. PAYMENTS

2.1 Payment shall be made from University funds based on services provided and accepted and via invoices presented to the accounts payable department which are itemized with proper supporting documentation.

3. AMENDMENTS TO AGREEMENT

3.1 Any change in the contract, whether by modification and or supplementation, must be accomplished by a formal amendment signed and approved by and between the duly authorized representatives of the Consulting Firm and the University.

3.2 Any amendment shall (1) specify an effective date, (2) specify any increases or decreases in the amount of the payments charged, (3) describe changes, if any, to the provisions of the lease contract, (4) be entitled as an "Amendment", and (5) signed by the parties identified in the preceding sentence. The Consultants expressly and explicitly understands and agrees that no other method and/or no other document, including correspondence, acts, and oral communications by or from any person, shall be used or construed as an amendment to the actual agreement.

4. APPLICABLE STATE LAWS

4.1 The contract shall be construed according to the laws of the State of Missouri. The Consultant shall comply with all local, state, and federal laws and regulations related to the performance of the contract to the extent that the same may be applicable. Violation of any local, state or federal law and/or regulation shall be considered a material breach of this contract. The Consultant must be registered with and maintain good standing with the Secretary of State of the State of Missouri and other regulatory agencies, as may be required by law or regulation.

5. ASSIGNMENTS

5.1 The Consultant shall not transfer any interest in contract, whether by assignment or otherwise, without the prior written consent of the Office of Procurement and Materials Management.

6. RIGHTS

6.1 The University reserves the right to accept or reject any or all proposals, and to waive any technicalities or irregularities in any proposal, and to make award to the response which in the University’s opinion is the most advantageous to the University. Each proposer agrees the submission of a proposal constitutes an agreement
by the proposing firm to waive any legal claim against the University should the University fail to select their proposal.

7. REMEDIES

7.1 No provision in this document or in the Consultant's response shall be construed, expressly or impliedly, as a waiver by the University of any existing or future right and/or remedy available by law in the event of any claim or default or breach of contract made by the Consultant.

8. BANKRUPTCY OR INSOLVENCY

8.1 Upon filing for any bankruptcy or insolvency proceeding against the Consultant, whether voluntary or involuntary, or upon the appointment of a receiver, trustee, or assignee for the benefit of creditors, the Consultant must notify the Vice President for Administration and the Director of Procurement immediately. Upon learning of the actions herein identified the University reserves all of the rights guaranteed to the institution under the agreement.

9. CONFLICT OF INTEREST

9.1 In accordance with all applicable provisions of the Revised Statutes of the State of Missouri, no official or employee of the University or its governing body and no other public official of the State of Missouri who exercises any functions or responsibilities in the review or approval of the undertaking or carrying out of the project covered by the contract shall voluntarily acquire any personal interest, directly or indirectly, in the contract or proposed contract.

9.2 The Consultant covenants that he/she presently has no interest and shall not acquire any interest, directly or indirectly, which would conflict in any manner or degree with the performance of the services hereunder. The Consultant further covenants that no person having any such known interest shall be employed or conveyed any interest, directly or indirectly, in the contract.

10. PAYMENT

10.1 The Consultant agrees and understands that any payment due under the terms of the contract shall be made by the University of Central Missouri, in accordance with the terms of the proposal.

11. COMMUNICATIONS AND NOTICES

11.1 Any written notice to the Consultant shall be deemed sufficient when deposited in the United States mail, postage prepaid, and addressed to the Consultant at its address and/or carried and presented to an authorized employee of the Consultant at its address.

12. CONSULTANT’S PERSONNEL/REPRESENTATIVE

12.1 The Consultant agrees and understands that the University’s agreement of the contract is predicated, in part and among other considerations, on the utilization of the specific individual(s) and/or personnel qualification(s) as identified and/or described in the Consultant’s proposal. Therefore, the Consultant agrees that no substitution of such specific individuals and/or personnel qualifications shall be made without prior written approval of the University. The Consultant further agrees that any substitution made pursuant to this paragraph must be equal or
better than originally proposed and that the University’s approval of a substitution shall not be construed as an acceptance of the substitution’s performance potential. The University agrees that an approval of a substitution will not be unreasonably withheld.

12.2 Consultants are prohibited from assigning, transferring, conveying, subletting or otherwise disposing of this proposal or any resultant agreement or its rights, title, or interest therein or its power to execute such agreement to any other person, agent, broker, company, insurer or corporation without the previous written approval of the University.

13 CLARIFICATION AND MODIFICATIONS IN TERMS AND CONDITIONS

13.1 Where there appears to be variances or conflicts between the General Requirements/Terms and Conditions, the Technical Specifications/Scope of Work or Services outlined in this Solicitation, Amendments, and then the Technical Specifications/Scope of Work or Services, the General Requirements will prevail.

13.2 If any Consultant contemplating submitting an Offer under this Solicitation is in doubt as to the true meaning of the specifications, the Consultant must submit a written request for clarification to the University’s Procurement Department. The Vendor submitting the request shall be responsible for ensuring that the University receives the request in sufficient time to allow written clarification/response prior to bid opening or proposal closing.

13.3 ORAL STATEMENTS NOT BINDING: It is understood and agreed that the written terms and provisions of the contract shall supersede all oral statements of any and every official or other representative of the purchaser (University), and oral statements shall not be effective or be construed as entering into, or forming a part of, or altering this contract in any way whatsoever.

13.4 The Vendor, by affixing its signature to this Solicitation, certifies that its Offer is made without previous understanding, agreement, or connection either with any persons, firms or corporations making an Offer for the same items, or with the University. The Vendor also certifies that its Offer is in all respects fair, without outside control, collusion, fraud, or otherwise illegal action. To insure integrity of the University’s public procurement process, all Vendors are hereby placed on notice that any and all Vendors who falsify the certifications required in conjunction with this section will be prosecuted to the fullest extent of the law.

14 RESERVATIONS

14.1 The University reserves the right to make multiple awards, and splitting the award, if in the best interest of the University to do so.

14.2 The University reserves the right to conduct negotiations with the finalist(s) in order to reach an agreement that meets the University’s need and to accept revisions of proposals. During this negotiation period, the University will not disclose any information derived from proposals submitted, or from discussions with other Vendors. Once an award is made, the solicitation file and the proposals contained therein are in the public record.

END OF SECTION
PART THREE

SCOPE OF WORK
1. **PURPOSE:** The University of Central Missouri (UCM) intends to hire a Consultant to conduct a detailed organizational review for the creation of recommendations and options to the Vice President for Administration and Finance as to strategies that can be employed to build a focused, responsive, resource-conscious, a Quality and results-oriented Facilities and Planning department.

2. **REVIEW OBJECTIVES**
   a. The review shall include the following along with specific recommendations and options to be employed to address each:
      i. A review of organization structure, work processes, goals and culture.
      ii. Benchmarked "best practices that should be integrated into UCM's Facilities Planning and Operations' organizational structure.
   b. Evaluation of the adequacy of current organization structure and alignment, scope and size including assessment of:
      i. Critical positions needing to be created.
      ii. Positions that are redundant and need to be subtracted.
      iii. Employee technical skills needing to be enhanced to meet industry best practices.
      iv. Services currently performed which could or should be outsourced.
      v. Appropriateness of current reporting structures and delegation and division of duties.
      vi. Identification of employee licenses and certifications and needs for such.
   c. Evaluation of employee training and education needs and adequacy of current training curriculum designed to meet those needs.
   d. Review of work processes related to handling of Work Orders, Event Set-Ups, and effectiveness of communications related to each.
   e. Evaluation of employee positions in all work units, associated performance standards and accountability measures.
   f. Evaluation of current chargeback system and rates used to bill for work performed within user departments.
   g. Appropriateness of employee workloads.
   h. Adequacy of employee retention and promotion standards.
   i. Assessment of viability of principles for conducting business among key partners namely, Events Services, Residence Life, and Athletics.
   j. Internal and external communication strategies and processes.
   k. Assessment of the state of employee labor relations.
   l. Adequacy of the organization’s total budget, work unit budgets and capital reserves.
   m. Adequacy of the use of technology for support services and identification of opportunities to enhance employee work performances through its use.
n. Analysis of critical business and operational functions and any impediments to a quick efficient and productive execution of these functions.

3. **OPTIONAL-POLICY MANUAL.** Recommendations on Policy/Procedures.
   a. Consultants shall, as an optional portion of the Scope of Work, submit a price for writing a manual on FPO Policies & Procedures.

4. **Evaluation**
   a. **Approach (35%)**: A narrative describing the understanding of the effort required, including descriptions of the specific tasks and subtasks to be undertaken.
      i. Detailed approach to completing the work effort. The proposal should demonstrate Consultant understands of the work to be undertaken, and experience with similar projects.
      ii. Description of how data will be collected and evaluated.
      iii. Identification of how recommendations and options will be developed.

   b. **Firm’s Qualifications (30%)**: Qualifications of the firm and any subcontractors:
      i. A list of similar work, including the name and telephone number of the clients, and a full description of the services provided by the firm. An organizational chart and description of the firm.
      ii. A description of the firm's facilities, number of offices and employees in each office and other factors, (knowledge, skills, etc.) which may affect the delivery of the required services.
      iii. Qualifications, experience and office address of firm's and any subcontractor's staff: Resumes of the professional staff. Location of office that will be performing the work on this project.

   c. **Schedule of activities (15%)**: Proposals must contain a detailed work schedule or work plan containing dates for completion of major tasks. including
      i. Stages of interim reporting
      ii. Final reporting methods and deliverables
      iii. Identification of communication strategies (to be published upon successful award of contract and notice to proceed. Schedule shall be published upon approval of the Vice-President for Administration & Finance or selected designee.)

   d. **Cost (20%)**: Itemized cost estimate to achieve each milestone within the consultant's recommended approach, including consulting fees (hourly and per diem rates for each member of the team) miscellaneous expenses, and miscellaneous expenses.

5. **PROJECT TIMELINE**: Schedule of Activities for Procurement

   - **RFP Open Date**: May 26, 2009
   - **Final Submission of Questions**: June 9, 2009*Must be in written format*
   - **Final Addendum/Clarification**: June 10, 2009
   - **RFP Closing Date**: June 17, 2009
   - **RFP Review/Negotiations**: June 17-19, 2009*
   - **Contract Award**: June 22, 2009*
Notice to Proceed       June 22, 200*
Draft Documents Due     August 5, 2009*
Final Report/Document Due August 12, 2009*

*Represents Estimations/Approximations

6. SUBMITTALS: Interested firms shall be required to submit to following information:

   Official Offeror’s Statement of Response - Introductory
   Attachment 1 References & Experience
   Attachment 2: Description of approach and methodologies to be employed in performing work effort
   Attachment 3: Lump Sum Project Cost with Schedule of Fees
   Attachment 4: Proposed Timeline
   Other information which may be requested via Addendum process

The firm determined to present the best options for fulfillment of this contract will then be invited to enter into formal negotiations as to exact and final scope, timeline, and costs of the project. If an acceptable contract cannot be negotiated with the selected firm, negotiations will be terminated and will initiate discussions with the second ranked firm

END OF SECTION
PART FOUR

PROPOSAL SUBMISSION INFORMATION

1. SUBMISSION OF PROPOSALS

1.1 Proposals must be priced, signed, sealed and returned (with all necessary attachments) to the Purchasing Office by the proposal receipt date and time specified on the first page of the RFP.

1.1.1 Specifically, any form containing a signature line must be manually signed and returned as part of the proposal.

1.1.2 In addition to the original proposal, the proposer should include five (5) copies of his/her proposal. Therefore the Offeror shall provide a total of six (6) proposals.

1.1.3 The proposer shall not submit a proposal by fax machine or electronic mail because only sealed proposals are acceptable in response to this RFP.

1.2 The proposer must respond/address each request in Part Three Scope of Work, and an overall agreement to Part Two General Requirements sections. Proposers that fail to address/respond to Part Two and Three with a response maybe considered as non-responsive and disqualified for further consideration for award.

1.3 Expenses: The University will not be responsible for any expenses incurred by a firm in preparing and submitting a proposal.

2. CLARIFICATION OF REQUIREMENTS

2.1 Proposers are strongly encouraged to read the Terms and Conditions of a Request for Proposal carefully prior to the submission of a proposal. The proposer must comply with all requirements stated in the document.

2.2 Any and all questions regarding specifications, requirements, competitive procurement process, etc., must be directed to the Buyer of Record as indicated on the first page of this RFP. Questions shall also be submitted in writing or may faxed to the Buyer’s attention at 660-543-8345. Please note the last day for questions on cover page.

2.2.1 Proposers are cautioned not to contact any other employee of the University concerning this RFP during the proposal and evaluation processes.

2.3 The proposer is advised that the only official position of the University is that position which is stated in writing and issued by the Purchasing Office as a Request for Proposal and any amendments thereto. No other means of communication, whether oral or written, shall be construed as a formal or official response or statement.

4. CONTRACT AWARD

Any award of a contract resulting from this RFP will be made only by written authorization from the Procurement Office of UCM.
5. **COST**

5.1 The proposer must state a firm price not to exceed amount. The proposer’s price must be shown on the Pricing Page, which must be completed, signed and returned with the proposer’s proposal.

5.2 Any cost and/or pricing data submitted or related to the proposer’s proposal including any cost and/or pricing data related to contractual extension options, whether required or voluntary, shall be subject to evaluation if deemed by the University to be in the best interests of the University.

5.3 In the evaluation of the proposer’s proposal, the Procurement Office reserves the right to consider the value of money and any other economic impact factors as deemed appropriate and in the best interests of the University and the Students, including any internal costs.

6. **PROPOSER’S EXPERIENCE, RELIABILITY, AND STABILITY**

6.1 Experience, reliability, and stability of the proposer’s agency, administrative firm and/or company relations is considered in the evaluation process. Therefore, the proposer is advised to submit any information which documents successful and reliable experience in past performances, especially those performances related to the requirements of this RFP, as well as documentation of a stable organization.

6.2 The proposer should provide the following information related to previous and current contracts which are considered identical or similar to the requirements of this RFP or which indicate experience in handling an organizational review of this size and scope.

END OF SECTION
OFFEROR’S STATEMENT OF RESPONSE SUBMISSION

*This document may be substituted by introductory business letter from interested and qualified firms, in so far as the information asked for is incorporated in such letter:

I (we) propose to furnish all labor necessary for the Facilities Planning & Operations Departmental Organizational Review for the University of Central Missouri as specified by the Owner

I (we) received Amendment number (fill in number received-- if none, write none.) _______________

Company Name: ________________________________

Signature Designated Company Officer: ________________________________

Printed Name & Title of Submitter: ________________________________ Date: ________________

FOR CORPORATION ONLY  Federal I.D. Number _____________________________

Date of Incorporation Name of State(s) in which incorporated

FOR PARTNERSHIP ONLY  Is the Partnership: GENERAL LIMITED ASSOCIATION

Date of Organization: ___________________________

1. _____________________________________________________________________________

Names and addresses of all partners with zip codes

2. _____________________________________________________________________________

3. _____________________________________________________________________________

Use additional sheet if necessary

___________________________________________________ ________________________________________________
% of work done by contractor No. of permanent employees Geographical limits of operation

Has firm ever failed to complete project or defaulted on a contract? If so, state where and why.
Attachment 1: References and Experience – *Higher Education Preference*

(ATTACH SEPARATE SHEETS AS NEEDED)

Company Name: ________________________________

Signature Designated Company Officer: ________________________________

Printed Name & Title of Submitter: ________________________________ Date: ________________

I. Provide Five References describing prior work similar to this project.
   (References from University of Central Missouri Staff/Departments not accepted). Preference may be given to firms who have a demonstrated history/experience of adding institution transition from Contracted management to self-operation. Reference should include:
   
   A. Institution Name
   
   B. Complete Contact Information- Mailing Address/Phone/Fax/Email
   
   C. Point of Contact
   
   D. Nature of Project, Contract Amount, Size of Project, Length (weeks) of Project

II. Provide detailed list of all persons designated to work on this project – Complete Resumes – plus project role. [Statement of Qualifications]

   Resumes should include list of professional/industrial/or other licenses/certifications or useful for this project.

III. Answer the question(s): Do you currently or have you recently supported a client with a memorandum of understanding or another negotiated labor agreement? If so, please describe what specific skills, knowledge and expertise you brought to the relationship that enhanced the effectiveness of the operation. What were the major challenges? How did you deal with those challenges? How did you measure success for your services and for the client?

IV. Firm submitting offers shall state any/all possible conflicts of interest relating to the duties and scope of work of this project.
Attachment 2: Approach: A narrative describing the understanding of the effort required, including descriptions of the specific tasks and subtasks to be undertaken.

(ATTACH SEPARATE SHEETS AS NEEDED)
**Attachment 3: Schedule of Fees, Project Costs:**

Company Name: ________________________________

Signature Designated Company Officer: ________________________________

Printed Name & Title of Submitter: ________________________________ Date: ________________

Proposal shall be a not to exceed amount based on a proposed schedule of values. Invoices shall reflect the individual project team member’s task, time, and fees.

**Not-to-exceed-amount for the Project:** $ __________________________

Schedule of Fees: To be presented in the example format related to items in the Scope of Work.

*(ATTACH SHEETS AS NEEDED)*

<table>
<thead>
<tr>
<th>Project Staff</th>
<th>Task</th>
<th>Estimated No. Hours</th>
<th>Hourly Rate ($)</th>
<th>Total ($)</th>
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Sample Used to Demonstrate Format for submission

Total should equal Not-to-Exceed-Amount $ ________________

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<tr>
<th>OPTIONAL</th>
<th>POLICY AND PROCEDURE MANUAL FOR F.P.O. DEPARTMENT</th>
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<tr>
<th>TRAVEL &amp; EXPENSE</th>
<th>Estimates for food/lodging/transportation</th>
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Attachment 4: PROJECT TIMELINE:

The University of Central Missouri and the Selected Contractor will agree to project schedule during the course of negotiations as to the final contract timeline schedule of activities: Offerers are to submit a proposed schedule of activities. This document may be adjusted by firms submitting proposals in accordance with their plan for accomplishing the University’s desire as stated in the Purpose for Solicitation, pg 2 of 31

Schedule of Activities for Procurement

- RFP Open Date: May 26, 2009
- Final Submission of Questions: June 9, 2009 *MUST BE IN WRITTEN FORMAT
- Final Addendum/Clarification: June 10, 2009
- RFP Closing Date: June 17, 2009
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- Notice to Proceed: June 22, 2009

Optional: Recommendations on Policy/Procedures
EXHIBIT 1
CURRENT OPERATIONS ORGANIZATIONAL STRUCTURE & DUTIES
BACKGROUND/HISTORICAL INFORMATION

1. GENERAL INFORMATION.
1.1. The University of Central Missouri (UCM), located in Warrensburg, Missouri, made the decision to transition facilities services support from an outsourced management staff supervising UCM employees to a total in-house University-staff function.
1.2. The University has operated the Department of Facilities Planning and Operations (FPO) under an outsourced management staff for the last twenty-three years. In addition, the facilities operation has utilized the service-provider’s proprietary CMMS software (Aramark’s proprietary ISISPro) in excess of 15 years.
1.3. The Facilities Organization currently reports directly to the Vice-President for Administration & Finance. As part of the reorganization a new Associate Vice President for Administration & Finance is being established and will provide oversight management for the area of Facilities, under the VP for Admin. & Finance.
   1.3.1. The current department is staffed by approximately 250 personnel from various craft & trades and administrative areas. The third party contract provided for 5 management contract personnel. The new management team being proposed includes at a minimum an Executive Director FPO, A Senior Manager, Campus Appearance (A senior manager overseeing Custodial, Landscaping/Grounds), An Energy-Sustainability Manager and a Manager, Budget/CMMS. Other managerial positions will be identified through this review process.
   1.3.2. The University has established a deadline of July 1, 2009, to transition to self-operations. As a result of the timeline, the Offeror is required to operate under the following timeline:
   1.3.3. [see Attachment 4: Schedule of Activities]

2. OPERATIONAL OVERVIEW
2.1. UCM has approximately 1,926,452 square feet of academic space in over 62 buildings all within the city of Warrensburg. Of this total 14% is allocated for classrooms, another 19% for teaching and open laboratories and 23% is used for administrative and academic offices and service space.
2.2. The Facilities Planning and Operations Department (FPO) is charged with the responsibility to clean, plan, design, construct, repair, maintain, and improve University buildings and assets. The work is currently performed by a staff of approximately 75 operations and 65 custodial personnel. All work requests are processed through the FPO Department Work Control Center made up of four staff members.
2.3. Estimated Radios maintained: 300 +/-
   2.3.1. Goal of UCM is for FPO staff to move to handheld “Blackberry” or similar devices for improved responsiveness.
2.4. Total Maintenance and Management Staff currently estimated at 250
2.5. University seeks to have work orders available for status check via intranet
   2.5.1. New CMMS system is currently being procured. Demands require the new CMMS system to interact with the University Banner 8.1 ERP system, and SciQuest Highmarkets E-Procurement.
2.6. Annual demand for work orders is estimated at 20,000
3. FACILITIES

3.1. Central’s Max B Swisher Sky Haven Airport consists of 402 acres of land with two intersecting lighted runways. The facilities include a terminal building, a tank farm for fuel, several hangar bays, a large maintenance center and smaller outbuildings with dedicated purposes.

3.2. The Alumni Memorial Chapel is used by students as a meeting place for social and religious organizations, choir activities, initiation ceremonies, group testing, parties and weddings.

3.3. Elliott Union is centrally located on the main campus, serving as the “living room” for the campus community. The union provides facilities for dining and catering services, meetings, social functions, conferences, student activities and programs, a computer lab, a copy center, bowling alley and office space for various departments.

3.4. Missouri Safety Center’s Instructional Park is located off the main campus and houses the professional training programs, off-street driving range, skid pad and off road and all-terrain vehicle range. The center maintains a fleet of approximately 100 vehicles for road, special training and range use.

3.5. National Police Institute (NPI) is an internationally recognized police training center. It provides advanced police training in a number of areas as well as housing the Regional Police Academy.

3.6. The University Farm consists of the 260 acre Prussing Research Farm, belonging to the agriculture department, and 150 acres leased from the university airport. These areas are utilized as a teaching laboratory for students at Central Missouri. The farm is operated both as a laboratory and a production unit to supplement the operational budget for a given year.

3.7. Athletics UCM Multipurpose Building was designed primarily for recreational use. The building features a spacious main arena with a six-lane track, a swimming pool, five indoor and two outdoor handball/racquetball courts, areas for free and universal weights, an activities area, locker rooms, meeting rooms and offices for UCM’s Intercollegiate Athletics staff. Numerous special events take place in the Multipurpose Building each year, including Central’s annual commencement ceremonies, major concerts, high school athletic tournaments and summer athletic camps.

3.8. Pertle Springs is a 300 acre recreational, instructional, biological research area. It also offers beautiful outdoor picnic areas, hiking trails, fishing lakes and biking trails. The Keth Memorial Golf Course is a par 71 fully irrigated course with practice area including a 5,000 square foot putting green, 2,500 square foot chipping green with bunker and a driving range facility that can accommodate up to 20 players at a time.

3.9. Residential Life consists of 49 buildings with approximately 1.4 million square feet of space. University Housing and Residential Life consists of 16 residence hall buildings, 5 apartment buildings, 2 Greek complexes, 2 houses, 2 child care centers, and 8 Special Housing Interest Programs (SHIPs). The residence halls are suite-style and offer co-ed and same sex options. With classes, 4 residential dining centers, the union, campus events, and the library just a short walk away, and residential life is a great opportunity for students and guests attending the University.

4. FACILITIES MISSION STATEMENT

4.1. The University FPO Department will provide the individual and organizational expertise required to effectively plan, lead, manage and ensure performance of the full range of facilities services 365 days a year, 24 hours a day in keeping with the operational requirements of the University. For this residential university, this means providing services across a broad spectrum of facility types (dorms, athletic facilities, classrooms, golf course, airport and offices) to a wide range of stakeholders (students, faculty, employees and visitors) on a variable schedule.

5. EXISTING GENERAL FACILITY MANAGEMENT FUNCTIONS – OPERATIONS & MAINTENANCE.

5.1. The current Facilities contractor was responsible to plan, schedule and perform all maintenance and repair services in a manner that prolonged and maximized the brand new condition and appearance of the facility and its equipment; while
ensuring minimal interference with University operations, while still meeting the desired service outcomes. In particular, the selected supplier was expected to coordinate shutdowns and other maintenance activities to minimize the impact on students, UCM employees and visitors.

5.2. UCM desires to comply with and operate its equipment within as many of the LEED certification criteria as possible in keeping with its commitment to sustainable practices. The University has committed to achieving LEED Silver certification on all newly constructed facilities and as reflected in the new construction of a $35M Health and Wellness System scheduled for opening in November 2010.

6. **PREVENTIVE MAINTENANCE SERVICES**: Current Contractor is responsible for administration and supervision of all preventive maintenance services including the following:

6.1. Preparation, implementation and management of an industry standard preventive maintenance program using the supplier-provided Computerized Maintenance Management System.

6.2. Development of technical standards, methods and procedures for preventive maintenance work.

6.3. Planning, scheduling, supervising, coordinating and monitoring of all subcontracted preventive maintenance and services.

6.4. Budget control of expenditures.

6.5. Preventive maintenance of kitchen utilities infrastructure.

6.6. Inspection, testing and preventive maintenance of automatic sprinkler and fire alarm systems and associated equipment.

6.7. Cleaning and maintenance of exhaust and fire suppression systems serving all kitchen cooking functions.

6.8. Semi-annual setting/battery changes on all facility clocks.

6.9. Engineering activities such as HVAC system preventive maintenance activities such as, boiler/chiller preventive maintenance, cooling tower maintenance and water treatment programs, periodic inspections and filter changes.

6.9.1. Maintenance of exterior irrigation systems.

7. **CORRECTIVE MAINTENANCE SERVICES.** The current contractor is responsible for providing all facets of corrective maintenance services including specification of required equipment/supplies needed to complete University-wide corrective maintenance tasks.

7.1. Corrective maintenance services should be undertaken to be highly responsive, sensitive to the operating needs of students, academic schedules, athletic events, etc. and where possible, planned and scheduled to ensure minimal interference with University operations.

7.2. Corrective Maintenance Services - Services required for corrective maintenance include but are not limited to:

7.2.1. Routine and emergency repairs to equipment, systems and finishes.

7.2.2. Response to all service calls in dormitories, classrooms, offices and public areas (i.e. hot/cold calls, plumbing, light bulb/ceiling tile replacement).

7.2.3. Routine and emergency repairs to equipment, systems and finishes.

7.2.4. Reactive engineering repair activities for items such as HVAC systems, Building Automation and Control Systems, boilers, chillers, plumbing, electrical, fire/life safety and building exterior/interior finishes.

7.2.5. Repairs to specialized finishes (metal, stone, glass, specialty fabrics).

7.2.6. Review, prioritize, supervise, coordinate and provide quality assurance for all corrective maintenance services.
7.2.7. Staffing (scheduling, absence coverage, cross-training)

7.2.8. Tracking of all requests for service, their status and outcome, in a CMMS system.

7.2.9. Facilities-related trouble shooting.

7.2.10. Maintenance of all building exteriors including windows, doors, facades, flexible sealants and all other exterior elements.

8. **OTHER CATEGORIES OF MAINTENANCE ACTIVITY.** Current contractor administers and supervises requisitioned maintenance – is specifically a limited part of plant operations and maintenance, minor in scope, involving alteration and modification. Requisitioned maintenance requirements are approved by the University. Current contractor supervises minor building alteration in accordance with designs originated by others and approved by authorities having jurisdiction over the affected areas and cost centers being charged.

8.1. Facility Improvements – are individual projects determined to be major in scope. The new University management will be required to assess the feasibility of accomplishing the project in-house. FPO may also accomplish the work by inviting bids and awarding a contract to an outside contractor. The Supplier will be required to make a recommendation to the University.

8.2. **WORK PLANNING, SCHEDULING AND MANAGEMENT.** Taking into account facility condition, customer needs, historical data and available financial/staff resources; FPO is expected to develop work plans and schedules designed to maximize effectiveness and efficiency. Key activities include:

8.2.1. Providing the University with recommended priorities

8.2.2. Developing comprehensive approaches to meeting the University’s maintenance needs

8.2.3. Implementation of best practices in staff management, organization of work and quality assurance.

8.2.4. FPO will provide the necessary management and supervision to ensure the following response times to facilities needs:

8.2.4.1. Immediate Response and Immediate Resolution: Any problem affecting the safety/security of the customer (emergency/exit lighting, building access, fires, elevator malfunctions, fire extinguishers, fire alarm systems and like situations).

8.2.4.2. Immediate Response. Same Day Resolution: Leaks, stoppages, electrical outages, lighting (room), lack of air conditioning, lack of heat, lack of hot water and like situations.

8.2.4.3. Same Day Response, 24-hour Resolution: Broken windows, damaged surfaces in public areas and like situations.

8.2.4.4. Same Day Response. Five-day Resolution: Customer requests, items identified by maintenance personnel and like situations.

9. **COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM (CMMS).** This system is currently being solicited through the competitive RFP process. General description of system requirements:

9.1.1. Web interface

9.1.2. Preventive/Corrective maintenance templates

9.1.3. Appropriate number of licenses (seats) to allow supervisors and key customers throughout the campus to enter and view work orders as well as run reports

9.1.4. Standard and custom reporting capabilities
9.1.5. Hand-held device capability
9.1.6. Compliance with UCM’s data security and information technology policies and procedures and protection of confidential information.
9.1.7. Provision of initial training with an extensive follow up and refresher training throughout the contract term.

10. **HELP DESK.** Current duties – to Plan, organize and manage the day to day operations of the FPO Help Desk.

11. **CURRENT FPO CRAFT GROUPS & AREA OVERVIEW - CURRENT DUTIES/RESPONSIBILITIES**

12. **PLUMBING AND WATER SERVICES.** Plan, schedule and supervise work in the operation, maintenance, repair and construction of plumbing and water services and equipment including but not limited to:

   12.1.1. Water piping system including fittings and fixtures. Water supply and disposal systems. Water treatment systems in support of boilers, cooling towers, water softeners, swimming pools and fountains.
   12.1.2. Water testing.
   12.1.3. Preventive and corrective maintenance for specified equipment items intrinsic to water services and plumbing systems. Repair, replacement, and renovations to HVAC, plumbing systems and equipment; including controls and energy management upgrades.

13. **CARPENTRY/PAINT/SIGNS.** Plan, schedule and supervise work in support of the general maintenance program and signage requirements including but not limited to:

   13.1.2. Development of an annual painting program assuming a complete cycle of buildings, including athletic facilities.
   13.1.3. Spot painting shall be done as required.
   13.1.4. Production of small signs, engraved name tags and desk tip signs for use by University personnel.
   13.1.5. Signage equipment is provided by the University.
   13.1.6. Preventive and corrective maintenance for specified equipment items intrinsic to carpentry, painting and sign making systems.

14. **ELECTRICAL.** Plan, schedule and supervise work included in the installation, maintenance, repair and alteration of all electrical systems/equipment and components in conformance with applicable codes, regulations and professional standards including but not limited to:

   14.1.1. Preventive and corrective maintenance for specified equipment intrinsic to electrical, generator and motor systems. Performance of replacements and upgrades including controls and energy management upgrades.
   14.1.2. Testing, periodic inspection, preventive and corrective maintenance of electrical switchgear.
   14.1.3. Preventive maintenance services on the UPS and generator systems
   14.1.4. Coordination with and supervision of miscellaneous electrical services performed by service contractors.
   14.1.5. Preventive and corrective maintenance of elevators.
   14.1.6. Minor maintenance on small electrical equipment such as generators, scoreboards and light ballasts.
   14.1.7. Preventive and corrective maintenance on automated clock system, security lighting, emergency generators, electric motors and stage lighting.
14.1.8. Preventive and corrective maintenance on small electrical appliances, portable radio systems, commercial food service equipment and power tools.

15. HEATING, VENTILATION AND AIR CONDITIONING (HVAC). Plan, schedule and supervise work assigned for the installation, maintenance and repair of all heating, air conditioning, refrigeration, ventilation and building automation systems including but not limited to:

15.1.1. Preventive and corrective maintenance on electrical and absorption chillers, air conditioning and refrigeration equipment, cooling towers, air handlers, circulating pumps, boilers and heating systems, chilled water lines, pneumatic, electric and digital controls.

15.1.2. Operate, maintain and manage energy management control systems to ensure optimal utilization of building automation systems.

15.1.3. Preventive and corrective maintenance and repair to building automation control equipment including oversight of specialty maintenance contractors.

15.1.4. Performance of replacements and upgrades to HVAC, electrical and plumbing systems and equipment, including controls, and energy management upgrades.

15.1.5. Testing and balancing of specified HVAC equipment and operating energy management systems.

16. FURNITURE. The Furniture Repair function provides serviceable furniture for campus-wide use. This includes repair and refurbishment of residential hall furnishings, classroom and office furniture.

17. CUSTODIAL OPERATIONS. Services required for Custodial Operations include but are not limited to:

17.1.1. Development of cleaning staff levels, work area assignments and procedures.

17.1.2. Plan, schedule and complete all work orders for cleaning services.

17.1.3. Develop and adhere to a cleaning quality assurance program.

17.1.4. Thorough cleaning of all horizontal and vertical finishes including, but not limited to, vacuuming, scrubbing, mopping, dusting, restroom re-supply and cleaning, trash removal/consolidation and recycling removal/consolidation.

17.1.5. Carpet cleaning and maintenance.

17.1.6. Interior glass/metal cleaning, polishing.

17.1.7. Hard surface cleaning, sealing and maintenance.

17.1.8. High dusting of work stations, light fixtures, HVAC diffusers, pictures and window shades and/or blinds.

17.1.9. Provision of support to event staff for pre-event set up and post-event clean up.

17.1.10. Safe and compliant management of all cleaning chemicals and with documentation of all Material Safety Data Sheets (MSDS) submitted to UCM before any chemicals are used.

17.1.11. Immediate response to non-chemical spills, leaks and/or general clean up after project or construction work.

17.1.12. 100% compliance with blood-borne pathogen training/procedures.

17.1.13. Compliance to the greatest extent possible with the LEED criteria for cleaning.

17.1.14. Other miscellaneous projects of a cleaning nature shall be done such as:

17.1.15. Removal of graffiti, exterior cleaning of grills and vents.
17.1.16. Machine scrubbing of all ceramic tile floors in showers and lavatories to remove odors, grease and reduce the possibility of bacterial and fungal growth

17.1.17. Heavy floor and carpet care (beyond spot cleaning)

17.1.18. Interior windows, glass, metal and wood surfaces

17.1.19. Exterior window and curtain wall cleaning and maintenance

17.1.20. Specialty finishes such as aluminum, stainless steel, chrome, wood, custom fabrics, etc.

17.1.21. Provide suggested procedures to prevent the spread of disease.

18. **ENERGY AND UTILITY MANAGEMENT.** The University recently awarded a $36.1M contract to Trane Corporation as an Energy Service Company (ESCO) for an Energy Performance Program (EPC). Under this program, 23 University buildings are scheduled to be retrofitted with a myriad of equipment such as chillers, boilers, air handlers, plumbing, window and roof replacements, geothermal wells and automated building management systems that will centrally control climate conditions in buildings, etc. UCM desires to comply with and operate ESCO criteria related to utility consumption.

18.1. Services required as part of Energy and Utility Management including but not limited to:

18.1.1. Development of energy and utility management procedures.

18.1.2. Management of building operations to minimize costs without impacting students, operations and comfort.

18.1.3. Development of recommendations for energy saving practices and projects leading to EnergyStar ratings.

18.1.4. Analysis of proposed replacement equipment for energy efficiency and conservation.

18.2. Documentation of sustainability initiatives and reports on standing versus LEED standards.

18.3. Work in concert with ESCO in implementing energy, water and other operating cost saving project for the University.

18.4. Identifying and documenting accurate energy and water usage and savings calculations and monitoring energy performance of ESCO installed systems.

18.5. FPO will be charged with establishing utility usage at or below industry benchmarks for similar facilities in the region/area.

18.6. FPO will effectively plan coordination and collaboration with UCM’s Energy Services Suppliers (ESCOs).

18.7. Compliance with LEED criteria for water and energy efficiency. Compliance with LEED criteria for water and energy efficiency.

18.8. Compliance with ESCO criteria for water and energy efficiency.

18.9. Compliance and documentation of Energy Star Ratings where applicable.

19. **FIRE AND LIFE SAFETY SYSTEMS.** Plan, schedule and supervise installation, inspection, testing, maintenance and repair of life safety equipment including but not limited to:

19.1. Fire extinguishers monthly inspection; with annual testing and documentation of all testing and repairs (currently performed by Warehouse Operations).

19.2. Currently: Smoke detectors/heat detectors—Monthly inspection with Quarterly testing.

19.3. Currently: Fire panel and system—Weekly inspection of all panel units with Quarterly maintenance.
19.4. Inspection, testing and preventive maintenance of automatic sprinkler and fire alarm systems and associated equipment.

19.5. Documentation of all testing and repair activities.

19.6. Emergency generators - Weekly inspections with Quarterly testing and documentation of all testing and repair.

19.7. The following Life Safety activities are assigned to the University Safety Office who currently reports to the Office of Public Safety:

19.8. Inspections and testing of emergency lights.

19.9. Inspection and testing of installed extinguishing equipment (fire sprinklers, fire pumps, kitchen hood systems and specialty extinguishing systems).

19.10. Emergency eyewash stations and showers.

20. **LANDSCAPING, GROUNDS MAINTENANCE AND SNOW REMOVAL.** The selected supplier will develop and submit a comprehensive landscaping and grounds management plan which includes an appropriate degree of customization. The selected supplier is expected to schedule and supervise grounds care and snow removal to provide for a safe and attractive environment acceptable to the University to include but not limited to:

20.1. Grass cutting, edging and leaf removal.

20.2. Grass cutting shall be performed according to Schedule D during the growing season.

20.3. Edging shall be performed a minimum of two (2) times per month during the growing season.

20.4. Leaf removal shall be performed as needed.

20.5. Seeding/Sod Repair - seeding or sod repair shall be carried out as needed and as equipment permits. At the completion of the football and soccer seasons; all natural grass fields shall be aerated, seeded and verticut. Fields shall be covered as needed.

20.6. Fertilization and Weed Control - fertilization and weed control of turf areas shall be completed on a priority basis taking into consideration the funds available.

20.7. Watering/Irrigation/Aeration - watering, irrigation and aeration of irrigated areas shall be done based upon a comprehensive landscape management plan and schedule.

20.8. Pruning of Shrubs and Trimming of Trees - all pruning and trimming shall be based on proper plant care practices.

20.9. Composting - establish and maintain composting of grass, limbs and other natural refuse.

20.10. Plant Replacement - shall be performed as the budget allows and as approved by the University.

20.11. Athletic Fields Striping, Vacuuming and Turf Maintenance - striping and other preparation of natural grass athletic fields shall be done per NCAA specification for all home games. Baseball, softball and soccer fields shall be prepared for home games with touch-up work done between games. Tournament dates require striping per Athletic Director’s direction. Bare earth areas shall be treated and dragged as needed to maintain a desirable condition for use.

20.12. Striping and other preparation for off-campus non-University owned fields may be required for any athletic event. Additionally, striping and field preparation shall be done for intramural activities.

20.13. All set-ups of the fields and trash pick-up are the responsibility of the FPO.

20.14. Parking Lot Maintenance - All lots are to be maintained to ensure a clean neat appearance and to create a safe environment for students and visitors. Representative activities are:
20.14.1. Periodic inspections
20.14.2. Development of annual and seasonal prioritized schedules for patching, paving, striping and repairs to curbs, curb cuts, ramps and sidewalks.
20.14.3. Coordination and communication with Parking Services. Note: Parking Services controls a portion of the parking lot maintenance budget.
20.14.4. Airport Grounds Maintenance—maintenance tasks and activities including the following:
20.14.5. Sweep runways, taxiways, ramps and parking lots in accordance with established schedules
20.14.7. Grade and gravel airport roadway to maintenance facilities as needed.
20.14.8. Note: The University’s Airport Master Plan includes the construction of a terminal building and various other improvements over the next 5-10 years.

20.15. FPO is expected to develop and implement a written scheduled program for the proper maintenance of all ground surfaces defining the nature and frequency of activities for approval by the University.

21. EVENT SUPPORT. FPO is responsible for providing extensive campus-wide support for events. Representative activities include but are not limited to:
21.1. Set-Ups – schedule and supervise work for the set-up support of activities and events scheduled at the University to include activities such as: sporting events, concerts, general entertainment, conferences and camps (Boys State, Girls State, etc.).
21.2. Provision and set-up of tables, chairs, podiums, staging, tents and other requested equipment for special events.
21.3. Transportation (by vehicle) of furniture and other materials to various event venues.
21.4. Event set-up support for use of University facilities by outside groups. This is an income generating activity for UCM.
21.5. Miscellaneous moving activities.

22. WAREHOUSE OPERATIONS. Plan, schedule and supervise work for the warehouse operation in support of the custodial, maintenance and grounds activities to include but not limited to:
22.1. Maintain stock items at established levels for items such as electrical, plumbing, HVAC, hardware, paper and plastic products, etc. to ensure sections have the materials needed to complete their work.
22.2. Provide delivery personnel and equipment for the support of the central receiving and surplus property operations of the University.
22.3. Provide personnel and equipment for the moving of office and classroom equipment/furniture.
22.4. On campus moving services, as required.
22.5. Delivery of large parcels (in excess of 50 pounds, longer than 36 inches) and other items throughout campus to the proper departments based on the receiving department daily work loads and schedules.
22.6. Schedule and supervise the work activities associated with furniture repairs on an as needed basis.
22.7. Fire extinguishers, monthly inspection, annual testing and documentation of all testing and repairs as prescribed by Campus Safety and Security.
23. **TRANSPORTATION MAINTENANCE/WELDING SHOP.** Management and supervision of all vehicle and grounds equipment maintenance and welding activities to include but not limited to:

23.1. Clean and refuel all transportation vehicles and grounds equipment.

23.2. Development of preventive maintenance and cleaning schedules.

23.3. Preventive and corrective maintenance activities.

23.4. Removal of graffiti.

23.5. Assignment of garage personnel as drivers for University events as needed.

24. **CONSTRUCTION AND RENOVATION PROJECTS.** FPO will provide support to construction and renovation projects as outlined below.

24.1. Projects UNDER $300,000: Direct and indirect planning of all capital repair and renovation projects. Develop bid specifications and plans and/or work with outside architects, engineers, etc. in developing such requirements. Oversee coordination of and liaison with outside Suppliers and University employees involved in such projects. FPO will provide management and supervision of renovation projects as requested by the Administrator. FPO will participate and consult in the planning process concerning design, material selection, cost and timing.


24.3. Planning, design and construction

24.4. Facilities, planning, programming and design

24.5. Facility construction

24.6. Commissioning and start up

24.7. Facility Improvements: When an individual project is determined to be major in scope, University’s Project Management staff will determine the feasibility of accomplishing the project in-house. Inviting bids and awarding a contract to an outside.

24.8. Construction Projects greater than 300,000 are directed by a Manager of Capital Projects reporting directly to the VP of Admin and Finance. The desire is to meld that position back into the FPO.

25. **OTHER DUTIES.** FPO provides management level professional services and technical support for University needs that include but are not limited to:

25.1. Participation on University committees and study groups at the direction of the Vice President, Finance and Administration.

25.2. Review, coordination and participation in facility and campus master planning activities.

25.3. Perform research and development activities including: identifying University FPO department needs, resources, programs, procedures and processes.

25.4. Provide technical support programs for system implementation, training, control and inspection and consultant services relating to FPO departments.

25.5. Consult and make recommendations concerning the plant operations and maintenance aspect of architectural and engineering proposals.
25.6. Identify and recommend technology solutions (i.e. hardware and software) to include work order processing and tracking, facility condition surveys, etc.

25.7. Identify and recommend energy management and automated building systems and programs.

26. **MANAGEMENT.** FPO furnishes all management, training technical and special projects personnel to provide the services and perform the duties set forth in the Mission Statement. FPO must be guided by the highest professional and technical standards in order to accomplish the requirements defined herein.

27. The University holds a number of service related contracts that will be used throughout the University in direct support of Facilities Management activities. These contracts will range from, but are not limited to, on call mechanical services, trash collection, convenience concrete repair, elevator repair and inspection, masonry repair and roof inspection and repair. FPO is responsible for the establishment of:

27.1. Policies and procedures
27.2. Resource allocation
27.3. Workload planning
27.4. Definition of priorities and departmental services
27.5. Assurance of coordination and cooperation among operations components
27.6. Inspection and monitoring of performance
27.7. Capital asset management
27.8. Support services
27.9. Administrative services
27.10. Budget, cost accounting, financial management
27.11. Human resources
27.12. Training, education and development
27.13. Limited procurement
27.14. Information systems support
27.15. Regulatory and compliance
27.16. Serve on various University committees

**END OF SECTION**