

# What's In a Title?

## THE FACILITIES DEPARTMENT



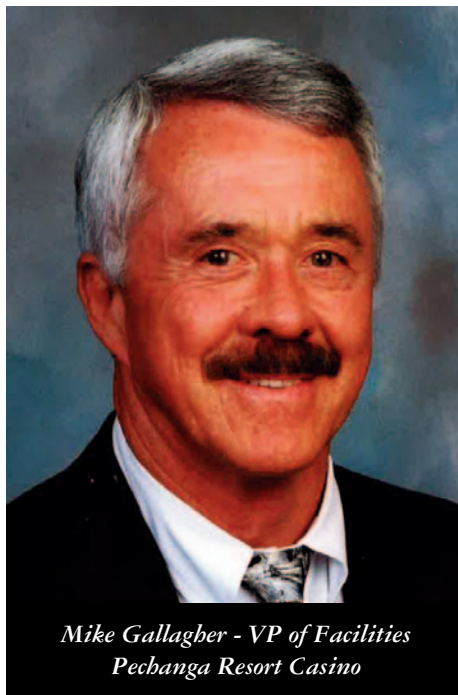
Most of us are familiar with the title of Facilities Director, but not so with the responsibilities or duties of the position. This article will enlighten us a bit into the life of a Facilities Director, which also could include other titles such as

Director of Engineering or Chief Engineer, depending upon the property.

When we hear the term “facilities” we first think of the physical structure, which is accurate, and typically would incorporate: heating, air conditioning, electrical, lighting, plumbing and maintenance. The Facilities Director would be responsible for all of the above, but also for casino housekeeping, as opposed to hotel housekeeping which would fall under the responsibilities of the hotel director. In this regard they would have oversight for the cleanliness of the casino, retail shops, landscaping and common areas.

Many of the facilities executives have construction, engineering, or architect backgrounds because they work very closely with the various department heads on build-outs and renovations of the casino, restaurants, and hotel rooms. They must be strong in vendor/contract negotiations, always be on the lookout for the best interests of their employers when it comes to guest safety while balancing cost containment, and be extremely capable in the areas of cost analysis, budgeting, and project management.

Because they oversee the painters and maintenance crews, the facilities director needs to be able to manage various different groups of team members and must have good people management skills. Depending on the property it may be a “union house,” so some or all of the employees that are being interacted with might have Union representation. As such, the Director



*Mike Gallagher - VP of Facilities  
Pechanga Resort Casino*

must know the rules and sensitivities pertaining to these environments. Some of the resumes we have seen even have the Facilities Director overseeing “non-typical” departments such as Surveillance, Security, and even Human Resources. As you can see, the Facilities Director wears many hats!

To get more insight into the daily workings of a Facilities executive, I requested some information from Mike Gallagher, Vice President of Facilities for the Pechanga Resort & Casino in Southern California. Mike has been with the property for nearly a dozen years, and has gone through some tremendous growth there. He also has Las Vegas pre-opening experience at the former Resort at Summerlin as well as experience with the Grand Casino Biloxi and Gulfport, and the Ramada Express in Laughlin, Nevada. Mike has a strong Construction and Engineering background, and has his Bachelor's degree from Barry University in Miami, Florida.

**G&L:** Tell us about the Pechanga Resort Casino.

**MG:** The casino's 200,000+ square foot gaming floor makes Pechanga California's biggest casino, with a multitude of AAA 4-Diamond amenities. The casino is equipped with a state-of-the-art air filtration system and offers extensive non-smoking areas. We have more than 3000 state-of-the-art slot and video machines and over 130 table games. Guests will find Four Diamond comfort and amenities in each of our 517 spacious rooms and suites, including 24-hour room service. The Journey At Pechanga golf course features 7,219 yards of golf from the longest tees, for a par of 72. Designed by Arthur Hills, the Pechanga course opened to the public in 2008 and is one of the most beautiful and environmentally sensitive courses in the region.

**G&L:** Tell us about the Organizational Chart for your department.

**MG:** I have three direct reports and they are Directors of Maintenance, Infrastructure, and Construction Management. The Facilities division has 5 departments that cooperatively work together to support the entire resort complex and casino, which include:

- **Environmental Services:** Casino Housekeeping with around 200 team members, and includes the carpet crew, deep cleaning crew, and the team members that perform the routing cleaning of the 200,000 sq. ft. Casino, office areas, Golf Clubhouse, Cultural Center and RV Resort.
- **Facilities Construction Management:** Responsible for the management of remodels and new construction projects. We just remodeled the Buffet, and added another restaurant for our high-limit Asian players.
- **Facilities Infrastructure:** Oversight of Utilities and support systems including 2 Central Plants which produce steam and chilled water for the heating and cooling of the facility, as well as the

distribution of water and electricity. Contained in one of the Central plants is a 4.6 megawatt Cogeneration system that produces approximately 50% of our electrical energy.

- **Facilities Support Services:** Responsible for internal general maintenance and every day repairs such as Hotel room maintenance, kitchen maintenance, painting, tiles repair, cabinetry and woodworking.
- **Transportation:** Responsible for shuttles, limousines, drivers, and vehicle maintenance/repair for 130 different vehicles.

**G&L:** Describe a typical day in your work schedule.

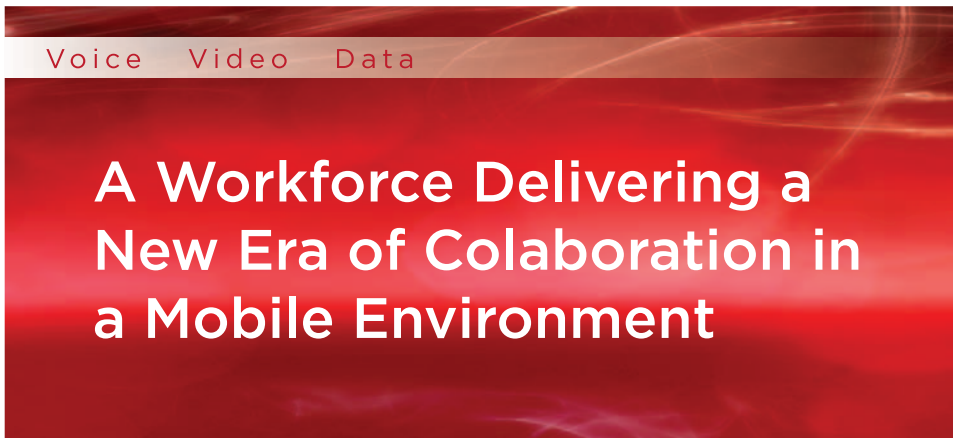
**MG:** Meetings with direct reports, coordination with senior Leadership, project review, and interface with the General Manager and Board as required. Property walk-throughs and team member interaction is a constant requirement if one is to stay ahead of the constantly arising issues and concerns.

**G&L:** Tell us about your department's interaction with other departments.

**MG:** Close interaction with all divisions as necessary to support their needs, and maintain the resort and casino's AAA 4-Diamond amenities. We have a team of maintenance specialists assigned to the Hotel Division for room maintenance, another to the Food and Beverage Division to make sure the kitchens are in new condition. We cooperate with, and provide support to, all internal and Tribal agencies.

**G&L:** What are some of your top departmental challenges?

**MG:** Clear and concise communication with all divisions, and maintaining the resort and casino's AAA 4-Diamond rating within the constraints imposed by the current economic environment. With close to 400 team members it is sometimes difficult to keep your finger on the pulse of the work force, and attempt to ward off or neutralize those issues and concerns that could possibly fester and affect morale.



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**G&L:** How has technology improved your department's efficiencies?

**MG:** By using Building Automation Systems automatic and timely changes can be made to HVAC, Heating, Ventilation, and Air Conditioning systems, based on building load. High efficiency lighting, which includes T5, smaller diameter bulbs that are high efficient fluorescent bulbs; and LED lamps, Light Emitting Diodes which are very long life and draw smaller amounts of energy, are being employed. Trending analysis allows entire systems and loads to be reviewed for maintenance and efficiency.

I hope this article has shed some light on the Facilities Director, and some of the different roles the head of the department is involved with on the property. A

big Gaming & Leisure thank you to Mike Gallagher for his time and comments and to you, the reader, for your continued patronage of this article. As always, I welcome any comments at all, and until next issue wishing you all the best!

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Figure 1: Facilities Management Salary Ranges

Salary Ranges			
Casino Size	Manager	Director	Vice Pres
Small	45K-55K	50K-70K	65K-75K
Medium	55K-70K	70K-85K	85K-100K
Large	65K-75K	75K-100K	100K-130K
Mega	70K-85K	90K-135K	140K-175K

*Jobs Titles and Ranges subject to change*

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