



Service

Integrity

Teamwork

Excellence

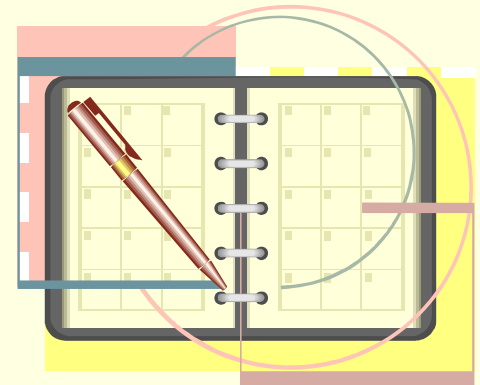
Stewardship



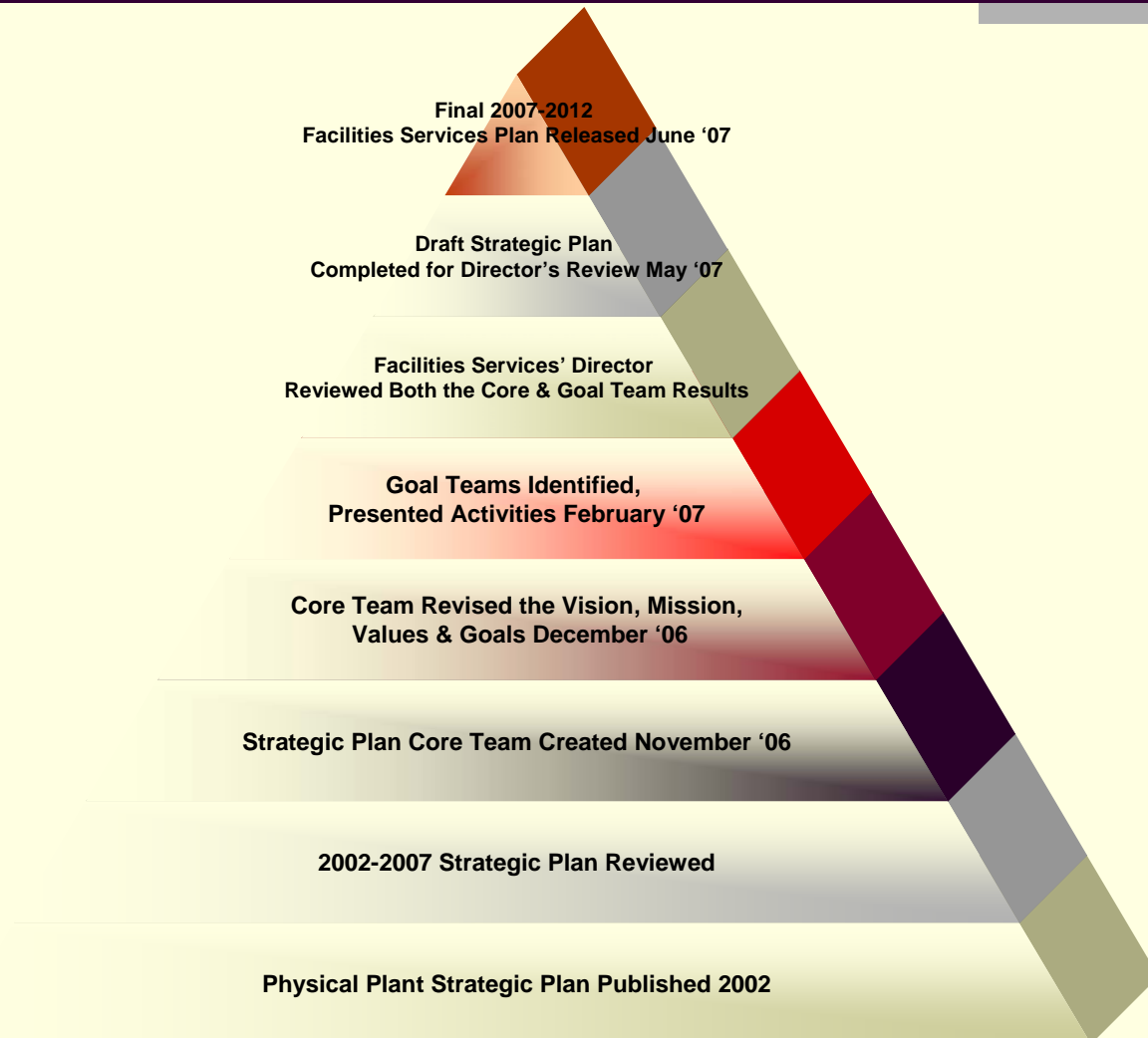
Facilities Services
2007-2012
Strategic Plan

Agenda

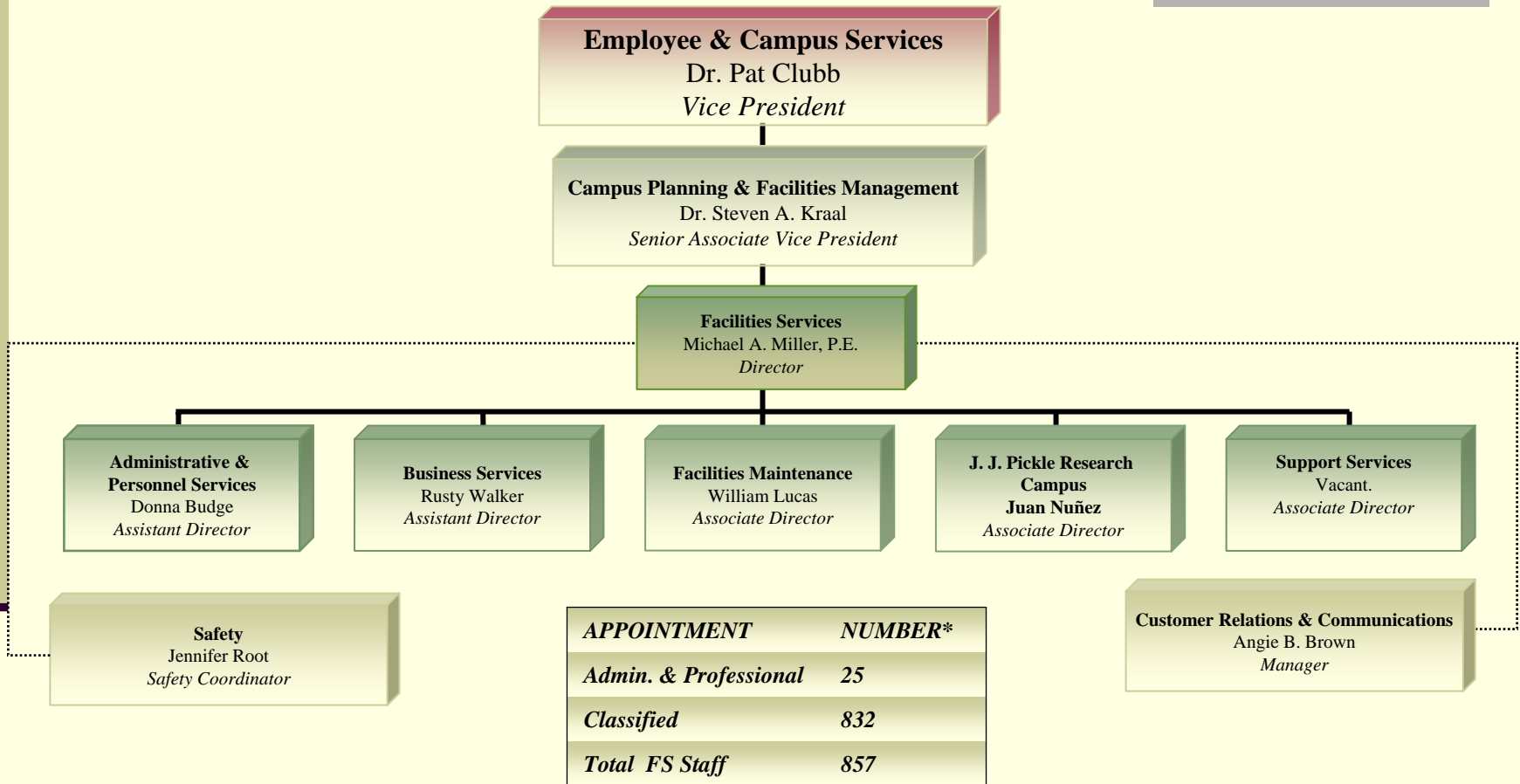
- Strategic Planning Process
- Organization and Services
- Facilities Services Budget
- Vision and Mission
- Core Values
- Plan Concept
- Spheres of Influence
- Plan Framework
- Strategic Goals and Objectives



Strategic Planning Process

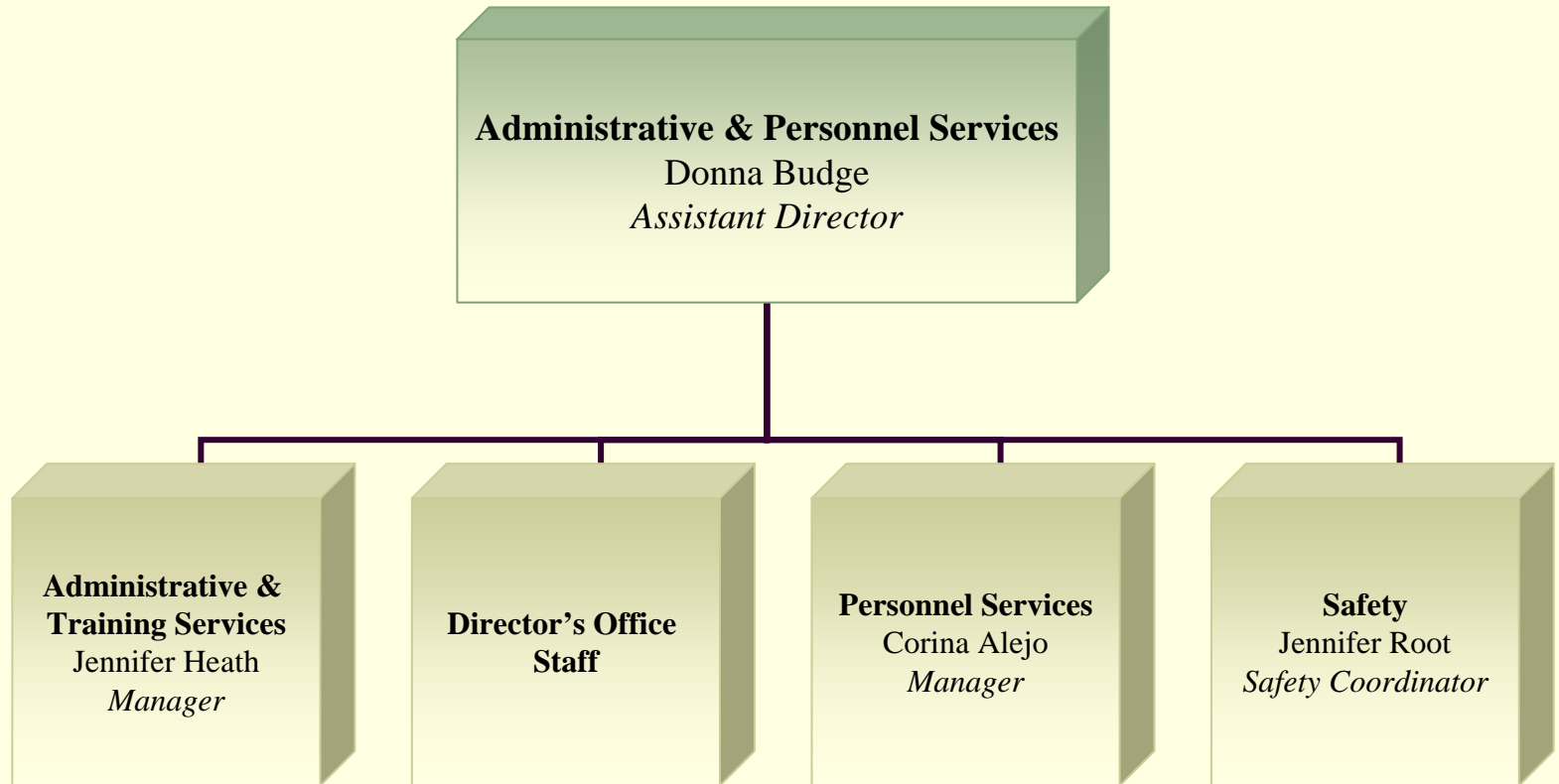


Organization



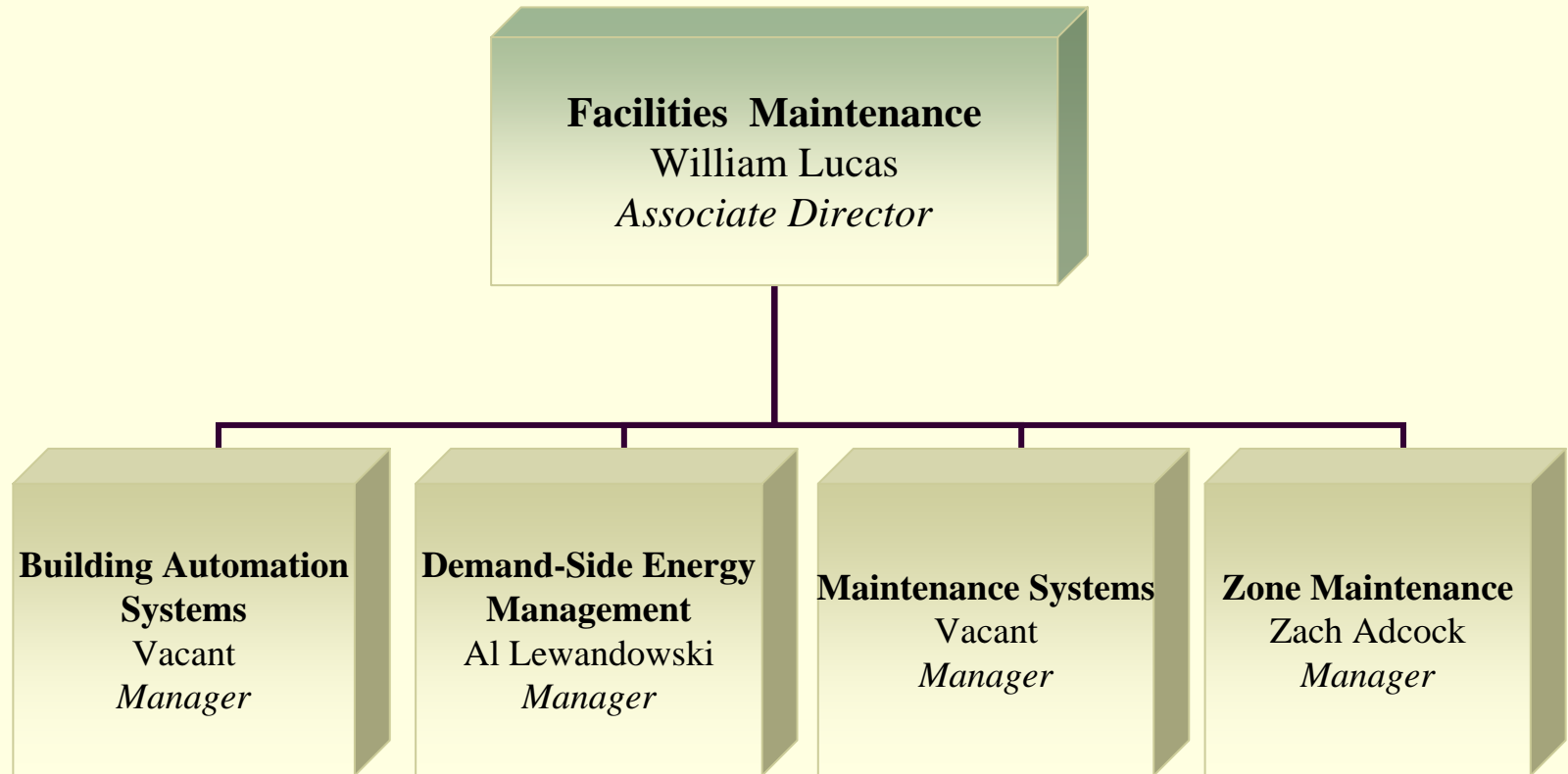
* Staffing numbers are for all Facilities Services positions.

Administrative & Personnel Services

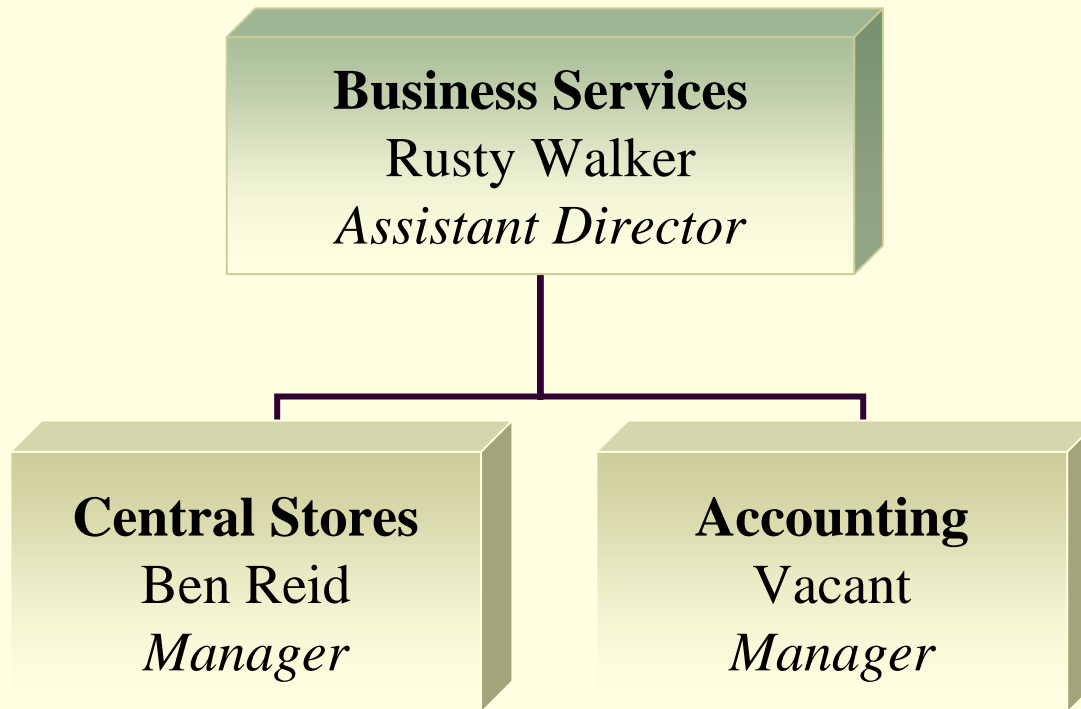


Administrative & Personnel Services provides services to Facilities Services and Project Management and Construction Services.

Facilities Maintenance

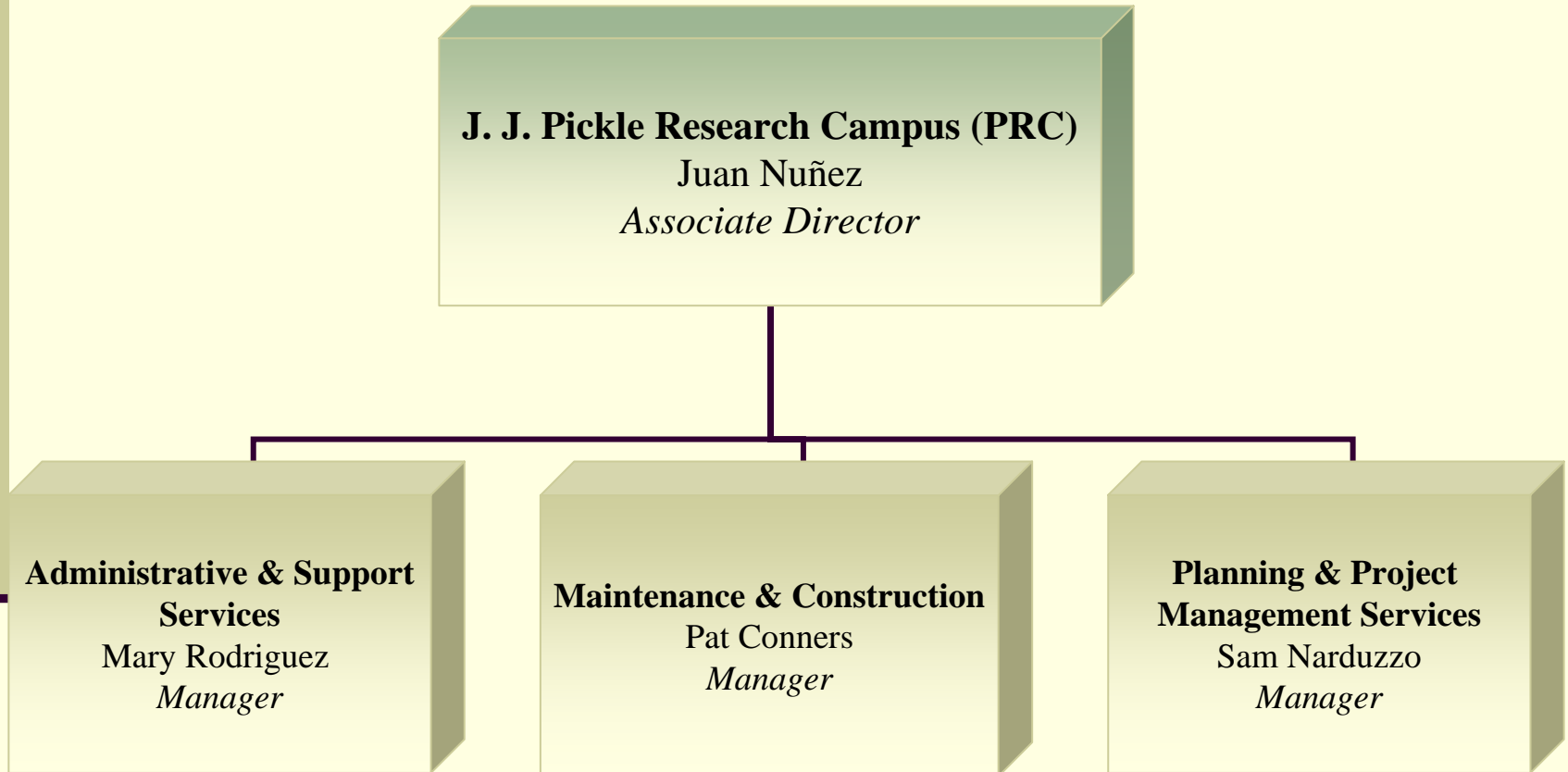


Business Services

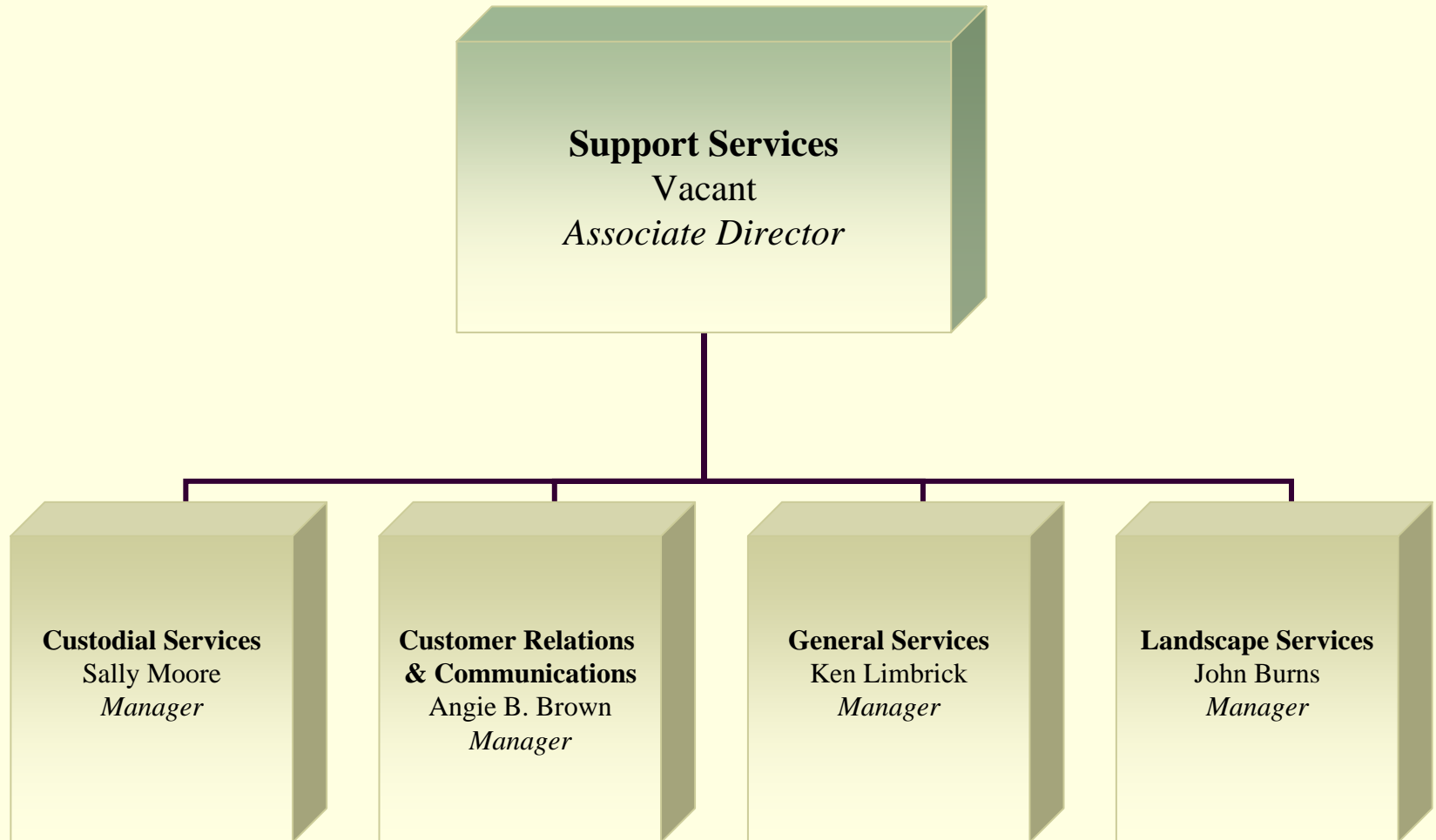


Business Services provides services to Facilities Services and Project Management and Construction Services.

J. J. Pickle Research Campus



Support Services



Organization & Services

Scope of Our Operation

Total Campus Building Area	18.2 million gross SF
Number of Buildings Supported	454
Campus Grounds	901 acres
Number of Students	50,000
Number of Faculty & Staff	21,000
Number of Facilities Services Staff	857



Facilities Services FY06/07 Budget

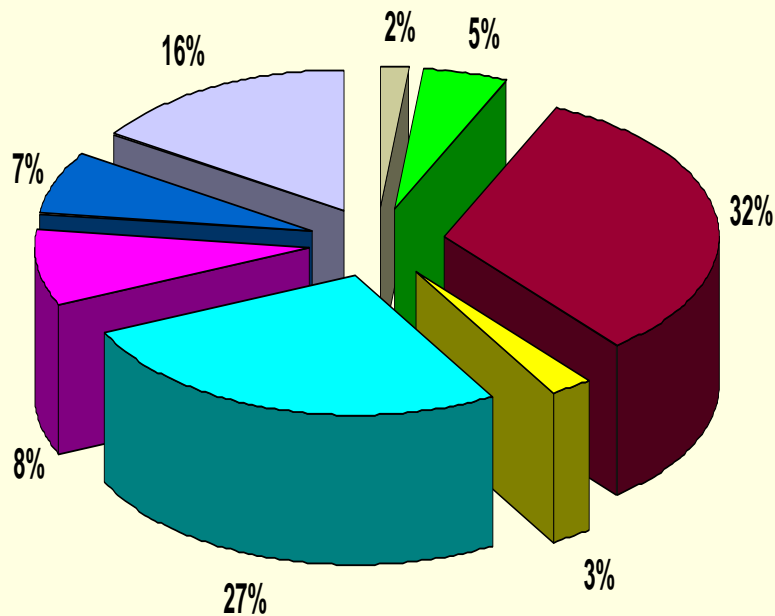
as of May 2007

Facilities Services Total: \$35.5 Million

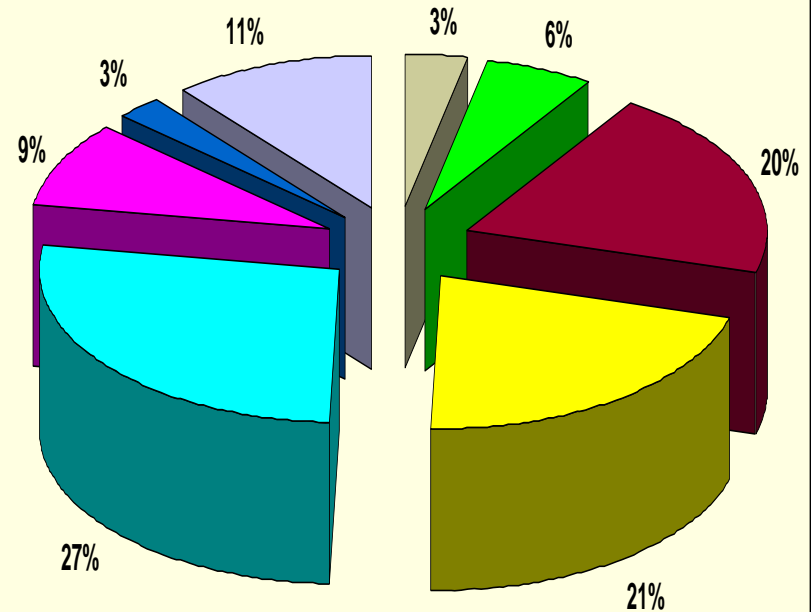
Salaries: \$25.9M (74%)

Maintenance & Operations: \$9.6M (26%)

Salaries (A&P and Classified)



Maintenance & Operations



ADMIN/PERSONNEL
 BUSINESS SERVICES
 CUSTODIAL SRVS
 DIRECTOR'S OFFICE

FACILITIES MAINT
 FS-GENERAL SRVS
 LANDSCAPE SRVS
 PRC CAMPUS

ADMIN/PERSONNEL
 BUSINESS SERVICES
 CUSTODIAL SRVS
 DIRECTOR'S OFFICE

FACILITIES MAINT
 FS-GENERAL SRVS
 LANDSCAPE SRVS
 PRC CAMPUS



Vision and Mission

Vision

A world-class facilities management organization, known by our customers and the nation for setting the benchmark in excellence and continuous improvement.

Mission

We maintain, operate, and renovate facilities, while providing facilities management services and support services that exceed our customers' expectations.

Core Values

Service

We focus our unconditional efforts to best serve our customers.

Integrity

We earn the trust of others through professional conduct that includes honesty, reliability, and competency.

Teamwork

We work together cooperatively in support of our mission. We value individuals and their contributions to the team and treat each other with respect and dignity.

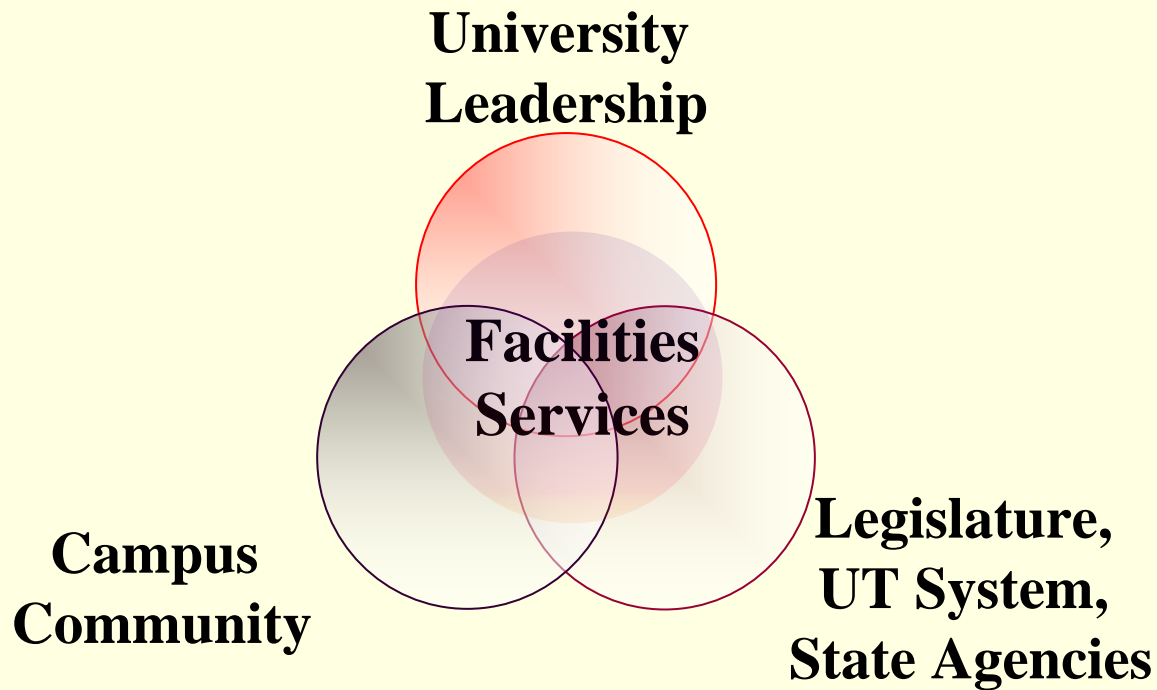
Excellence

We enthusiastically deliver quality services to our customers while consistently seeking to improve those services through creativity and innovation.

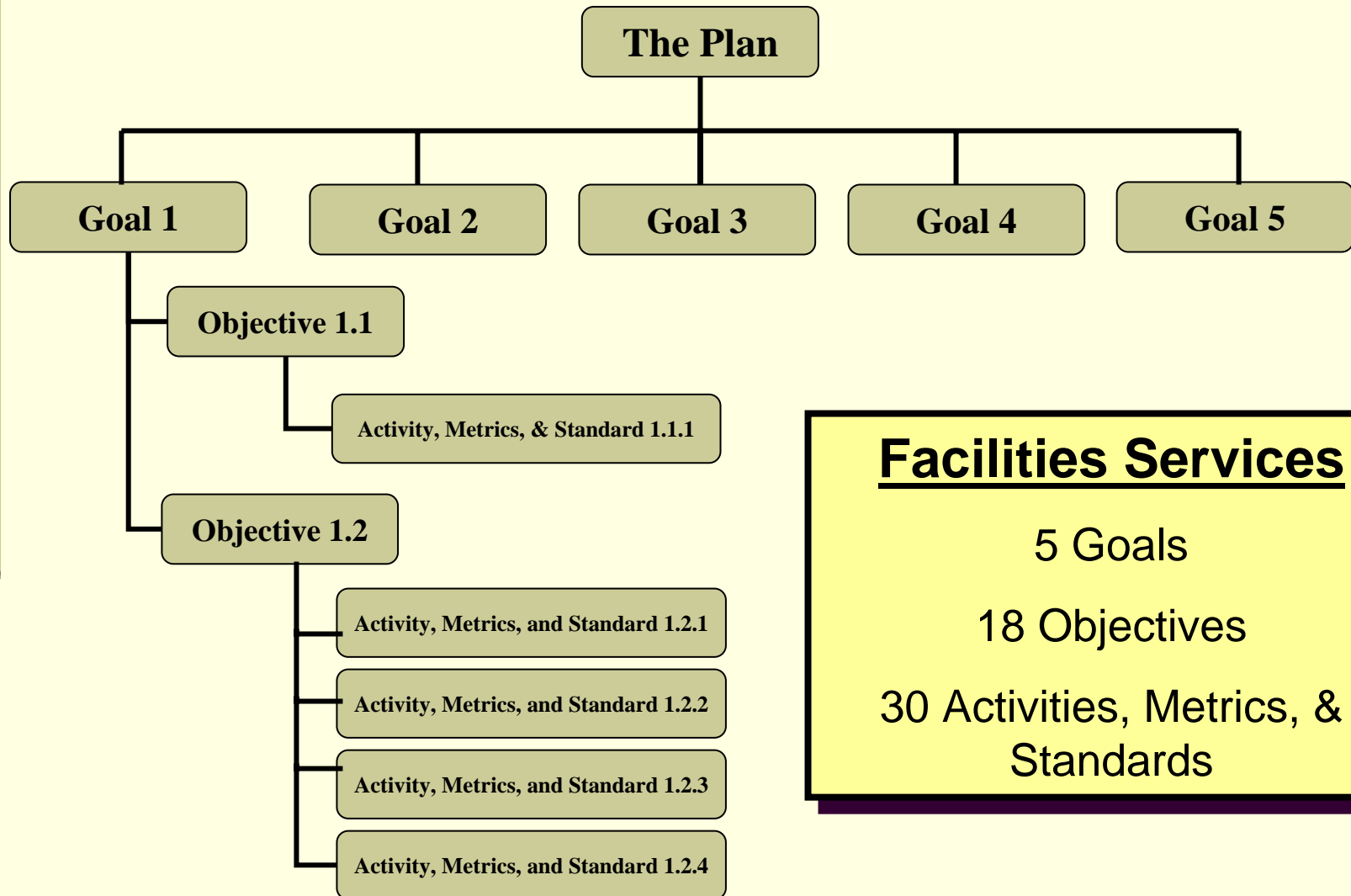
Stewardship

We conduct our business in an environmentally, socially, and economically responsible manner that is reflective and protective of the public trust placed in us as stewards of the University's facility-related resources.

Spheres of Influence



Plan Framework



Facilities Services

5 Goals

18 Objectives

30 Activities, Metrics, & Standards

Goals

- Goal 1** **High level of customer satisfaction**
- Goal 2** **Highly motivated, well-trained, and stable workforce**
- Goal 3** **Excellent facilities maintenance, operation, and services**
- Goal 4** **Culture of sustainable energy management**
- Goal 5** **Ample financial, material, and safety resources**

Goal 1: High Level of Customer Satisfaction

Objective 1.1: Determine the level of customer satisfaction.

1.1.1

- ❖ **Activity:** *Develop and implement a baseline survey for all service areas by August 31, 2008. (Faculty/staff/students/employees survey).*
- ❖ **Metric:** *A comprehensive process is instituted that surveys a representative customer cross-section and establishes a baseline for future surveys.*
- ❖ **Standard:** *Completion by August 31, 2008.*

Goal 1: High Level of Customer Satisfaction, *continued*

Objective 1.2: Identify and implement improvements that will increase the level of customer satisfaction.

1.2.1

- ❖ **Activity:** *Develop and implement communication programs to provide customers up-to-date information on the status of their work requests and solicit client feedback.*
- ❖ **Metric:** *Percentage of customers who receive information on the status of their work request. Percentage of customers who received request for feedback.*
- ❖ **Standard:** *Eighty percent of customers receive a contact prior to the start of work in their area. Eighty percent of customers surveyed report that they were well informed on the status of their work requests throughout the duration of the request. Eighty percent of customers are notified within 24 hours of physical completion of work in their areas.*

Goal 1: High Level of Customer Satisfaction, *continued*

Objective 1.2: Identify and implement improvements that will increase the level of customer satisfaction.

1.2.2

- ❖ **Activity:** *One-Stop-Shop Initiative (OSSI). Develop and implement processes that minimize the number of individuals a customer needs to contact for a service request, work order, follow-up, questions, etc. Communicate program to campus community. This may include the development of a customer service center, one call number, service representatives, expanded web presence, on-campus zone shops, etc.*
- ❖ **Metric:** *Customers' level of satisfaction with the number of contacts they need to make to receive service.*
- ❖ **Standard:** *Eighty percent of customers surveyed express satisfaction with the number of contacts they need to make to receive service.*

Goal 1: High Level of Customer Satisfaction, *continued*

Objective 1.2: Identify and implement improvements that will increase the level of customer satisfaction.

1.2.3

- ❖ **Activity:** *Develop, review, analyze, define, streamline, and standardize Facilities Services operating procedures to maintain consistency and simplicity. Complete a Facilities Services standard operating manual.*
- ❖ **Metric:** *Completed inventory of practices requiring written procedures. Percentage of practices inventoried for which procedures have been written. Currency of Facilities Services procedures.*
- ❖ **Standard:** *Complete inventory by August 31, 2008. Eighty percent of practices inventoried have written procedures by August 31, 2010. Review, redesign, and add new procedures, as required, annually.*

Goal 1: High Level of Customer Satisfaction, *continued*

Objective 1.2: Identify and implement improvements that will increase the level of customer satisfaction.

1.2.4

- ❖ **Activity:** *Create and improve outreach programs such as "open" houses, Facilities U, etc., that provide our customers an opportunity to learn more about Facilities Services.*

- ❖ **Metric:** *Number of events that occur annually.*

- ❖ **Standard:** *At least four events annually.*

Goal 1: High Level of Customer Satisfaction, *continued*

Objective 1.3: Fully implement Customer Relations and Communications program.

1.3.1

- ❖ **Activity:** *Enhance, update, and maintain Facilities Services communication media including web site, annual report, customer service brochures, etc.*
- ❖ **Metric:** *Communication media is reviewed and updated at an appropriately predetermined frequency.*
- ❖ **Standard:** *One hundred percent of communication media is updated within appropriately predetermined frequency.*

Goal 1: High Level of Customer Satisfaction, *continued*

Objective 1.3: Fully implement Customer Relations and Communications program.

1.3.2

- ❖ **Activity:** *Create communications packages that promote Facilities Services as an investment to the institution.*

- ❖ **Metric:** *Number of outreach events and customer contacts. Percentage of surveyed respondents with positive impression of Facilities Services as an investment.*

- ❖ **Standard:** *One outreach per quarter. Eighty percent of responding customers surveyed respond positively and view Facilities Services as an investment.*

Goal 2: Highly motivated, well-trained, and stable workforce

Objective 2.1: Maintain a competitive compensation program.

2.1.1

- ❖ **Activity:** *Complete a CPFM salary survey in conjunction with HRS and consultant and maintain its currency through salary update information tools.*

- ❖ **Metric:** *Initial survey completion. Currency of pay scale.*

- ❖ **Standard:** *Initial survey is completed by August 31, 2008. Review 100% of job titles pay scale annually.*

Goal 2: Highly motivated, well-trained, and stable workforce, *continued*

Objective 2.1: Maintain a competitive compensation program.

2.1.2

- ❖ **Activity:** *Update pay scale to be competitive with predetermined competitors.*
- ❖ **Metric:** *Pay rates in pay scale compared to our predetermined competitors.*
- ❖ **Standard:** *Pay rates are in the median of the predetermined competitors' pay ranges.*

Goal 2: Highly motivated, well-trained, and stable workforce, *continued*

Objective 2.1: Maintain a competitive compensation program.

2.1.3

- ❖ **Activity:** *Develop on-the-spot award program for individual and/or team effort.*

- ❖ **Metric:** *On-the-spot award program implemented.*

- ❖ **Standard:** *Approval and implementation of on-the-spot award for individual or team performance by August 31, 2009.*

Goal 2: Highly motivated, well-trained, and stable workforce, *continued*

Objective 2.2: Provide training that enhances performance and broadens workforce skills.

2.2.1

- ❖ **Activity:** *Develop and implement skill-based training for trades.*

- ❖ **Metric:** *Job title inventory completion. Percentage of inventoried job titles for which the program is developed.*

- ❖ **Standard:** *Inventory completion by August 31, 2008. Twenty percent of inventoried job titles have skill-based training program implemented by December 31, 2008.*

Goal 2: Highly motivated, well-trained, and stable workforce, *continued*

Objective 2.2: Provide training that enhances performance and broadens workforce skills.

2.2.2

- ❖ **Activity:** *Provide one meaningful developmental training event for every employee annually.*

- ❖ **Metric:** *Percentage of employees having a meaningful developmental training event.*

- ❖ **Standard:** *One hundred percent of employees receive at least one meaningful developmental training event annually.*

Goal 2: Highly motivated, well-trained, and stable workforce, *continued*

Objective 2.2: Provide training that enhances performance and broadens workforce skills.

2.2.3

- ❖ **Activity:** *Develop management-level leader development program.*
- ❖ **Metric:** *Metrics and detailed implementation plan to be developed as a subsequent activity.*
- ❖ **Standard:** *Performance Standards and detailed implementation plan to be developed as a subsequent activity.*

Goal 2: Highly motivated, well-trained, and stable workforce, *continued*

Objective 2.3: Support a diverse workforce.

2.3.1

- ❖ **Activity:** *Expand inclusiveness training.*
- ❖ **Metric:** *Quarterly MMR to track percentage of employees per branch who receive inclusiveness training.*
- ❖ **Standard:** *One hundred percent of employees receive inclusiveness training every two years.*

Goal 2: Highly motivated, well-trained, and stable workforce, *continued*

Objective 2.3: Support a diverse workforce.

2.3.2

- ❖ **Activity:** *Improve recruitment methods by developing partnerships with other organizations in collaboration with HRS and EOS.*
- ❖ **Metric:** *Metrics and detailed implementation plan to be developed as a subsequent activity.*
- ❖ **Standard:** *Performance standards and detailed implementation plan to be developed as a subsequent activity.*

Goal 3: Excellent facilities maintenance, operation, and services

Objective 3.1: Identify required resources for facilities maintenance, operation, and services.

3.1.1

- ❖ **Activity:** *Benchmark with other universities (what they are using: staffing levels, equipment, resource levels [funding], technology, industry standards, etc.).*
- ❖ **Metric:** *Benchmark inventory completion. Data collection and analysis for each inventoried benchmark.*
- ❖ **Standard:** *Inventory completion by August 31, 2008. Annual review by management team of relevant benchmark information (e.g., APPA Core Data).*

Goal 3: Excellent facilities maintenance, operation, and services, *continued*

Objective 3.1: Identify required resources for facilities maintenance, operation, and services.

3.1.2

- ❖ **Activity:** *Expand utilization of electronic tools such as handheld devices and labor-saving equipment.*
- ❖ **Metric:** *Number of operational areas making use of handheld devices and labor-saving units.*
- ❖ **Standard:** *Fifty percent of operational areas are making use of handheld devices and labor-saving units by August 31, 2012.*

Goal 3: Excellent facilities maintenance, operation, and services, *continued*

Objective 3.2: Develop and implement sustainability initiatives.

3.2.1

- ❖ **Activity:** *Maintain the quality and quantity of our urban forest including but not limited to tree pruning program.*
- ❖ **Metric:** *Number of trees removed. Number of trees planted. Broad species distribution. Even age class distribution. Percentage of trees pruned.*
- ❖ **Standard:** *Zero net loss of trees. Fifty percent or more of new trees planted are of an unrepresented species. One percent new tree installation per year. Twenty percent of trees requiring pruning are pruned each year.*

Goal 3: Excellent facilities maintenance, operation, and services, *continued*

Objective 3.2: Develop and implement sustainability initiatives.

3.2.2

- ❖ **Activity:** *Develop a sustainability plan for facility areas utilizing the input of a sustainability consultant.*
- ❖ **Metric:** *Agreement with sustainability consultant. Facilities Services sustainability program leader appointed.*
- ❖ **Standard:** *Appoint Facilities Services sustainability program leader by April 1, 2008. Execute agreement by August 31, 2008.*

Goal 4: Culture of sustainable energy management

Objective 4.1: Develop and implement an organizational structure that allows identification, completion, and monitoring of energy conservation projects.

4.1.1

- ❖ **Activity:** *Develop and implement structure to complete three seed projects and identify and implement new initiatives. Include assigning project managers, completing necessary contracts with energy consultant, and implementing the projects.*
- ❖ **Metric:** *Percentage of completion of the projects.*
- ❖ **Standard:** *One hundred percent of the projects are 100% complete by February 2010.*

Goal 4: Culture of sustainable energy management, *continued*

Objective 4.2: Develop a culture of energy awareness across campus (incorporate energy conservation aspects into daily activities).

4.2.1

- ❖ **Activity:** *Create a DSEMC communication plan to assist in involving the campus community in demand-side energy management and conservation.*
- ❖ **Metric:** *Number of communication events sponsored by the DSEMC program.*
- ❖ **Standard:** *Number of suggestions for energy savings from the community. Response to community questions or suggestions. Campus community member and organization involvement in DSEMC activities. Provide one event per month for the first year. One hundred percent response to questions. One hundred percent of key DSEMC stakeholders are involved in DSEMC activities.*

Goal 4: Culture of sustainable energy management, *continued*

Objective 4.3: Work with PMCS and Campus Planning in the development of energy efficient construction standards.

4.3.1

- ❖ **Activity:** *DSEMC representation on design and construction standards committee.*
- ❖ **Metric:** *Number of DSEMC members on the committee. Number of design and construction standards AIA divisions affected by energy efficiency criteria.*
- ❖ **Standard:** *Minimum of two DSEMC members on the design and construction standards committee. List major AIA divisions we want to be affected.*

Goal 4: Culture of sustainable energy management, *continued*

Objective 4.4: Develop operational standards (e.g., setting policy on temperatures).

4.4.1

- ❖ **Activity:** *Develop building-level equipment operating standards for users.*

- ❖ **Metric:** *Operating standards for most operating systems within campus buildings (HVAC, lighting, water, hoods, etc.).*

- ❖ **Standard:** *Operating standards are approved by senior leadership, introduced to the campus, and published on the Facilities web site.*

Goal 4: Culture of sustainable energy management, *continued*

Objective 4.5: Develop and publish a University energy policy.

4.5.1

- ❖ **Activity:** *Develop and publish a University energy policy.*
- ❖ **Metric:** *Energy policy publication.*
- ❖ **Standard:** *Energy policy published by August 31, 2008.*

Goal 5: Ample financial, material, and safety resources

Objective 5.1: Acquire operation and maintenance resources for new or acquired buildings.

5.1.1

- ❖ **Activity:** *Develop a model for quantifying annual O&M resources for buildings that is based on industry and/or higher education standards.*

- ❖ **Metric:** *Model completion. Percentage of service areas with O&M budgets based on industry/higher education standards.*

- ❖ **Standard:** *Produce results from the model by March 1, 2009, for the FY 2009-2010 budget submission. Eighty percent of service areas' budgets for FY 2011-2012 are based on the model.*

Goal 5: Ample financial, material, and safety resources, *continued*

Objective 5.1: Acquire operation and maintenance resources for new or acquired buildings.

5.1.2

- ❖ **Activity:** *Develop a procedure for requesting and receiving approval for annual O&M resources.*
- ❖ **Metric:** *Written SOP and supporting documents to request resources and to receive approval for those resources.*
- ❖ **Standard:** *Begin using the SOP by August 31, 2010.*

Goal 5: Ample financial, material, and safety resources, *continued*

Objective 5.2: Establish a program for acquiring appropriate renovation and renewal resources for additional and existing facilities.

5.2.1

- ❖ **Activity:** *Benchmark with other universities to determine methodologies used for acquiring R&R funds.*

- ❖ **Metric:** *Number of universities contacted and methodologies reviewed.*

- ❖ **Standard:** *Complete by August 31, 2011.*

Goal 5: Ample financial, material, and safety resources, *continued*

Objective 5.3: Acquire the ability to gain fast access to important documents across the Facilities Services and PMCS organizations electronically.

5.3.1

- ❖ **Activity:** *Develop and implement an electronic document management system, in collaboration with Technology Resources for Employee and Campus Services, including standards and procedures for document handling.*
- ❖ **Metric:** *Functional document management system is in place.*
- ❖ **Standard:** *Begin using electronic document management system by August 31, 2010.*

Goal 5: Ample financial, material, and safety resources, *continued*

Objective 5.4: Establish a standard labor rate program to keep pace with increasing costs.

5.4.1

- ❖ **Activity:** *Develop administration approved standard labor rate model.*

- ❖ **Metric:** *Accurate model with appropriate labor categories.*

- ❖ **Standard:** *Acceptance by the Vice President for Employee and Campus Services as the standard for measuring and recovering costs.*

Goal 5: Ample financial, material, and safety resources

Objective 5.5: Develop a performance improvement process using scorecards for construction and maintenance activities.

5.5.1

- ❖ **Activity:** *Create work order cubes and Cognos reports to create project scorecard-like accountability for maintenance activities.*

- ❖ **Metric:** *Cognos cubes developed. Number of cube-based Cognos reports in use.*

- ❖ **Standard:** *Cubes developed by August 31, 2009. One cube-based Cognos report per maintenance metric.*

Conclusion

By focusing on our mission, vision, and core values, we will reach our Strategic Plan goals together and achieve excellence in facilities management.

