

2008-2009 Strategic Plan

Department of Facilities Management

Mission:

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

Vision Statement

The *Facilities Management Department* at Western Kentucky University will be recognized within the university, as well as outside the university, as an organization that achieves the highest standard of excellence in every endeavor.

The *Facilities Management Department* will:

- actively work with university departments to ensure campus facilities are in top working condition
- continually strive to provide its employees with an organization of which to be proud

The *Facilities Management Department* is committed to the values of:

- customer service - anticipate the needs of our customers and meet customer expectations with efficient and effective use of resources
- integrity - be honest, foster honesty and integrity in others
- mutual trust and respect - treat everyone with courtesy and respect
- professionalism - maintain the highest standards of excellence in every endeavor
- stewardship of resources - use resources to the fullest extent in meeting customer expectations; and
- work environment - maintain a work place in which we are proud

(Please list the goals and objectives for your department for 2008-2009 as categorized under the appropriate Divisional strategic initiatives.)

Strategic Initiative 1: Learning

Goal 1

- 1) Identify and provide continuous educational and training opportunities for DFM personnel to improve quality of service provided to students, faculty, staff and community; improve maintenance of all University physical assets.

Objective 1.1

Identify all federal, state, and local code enforcement-training requirements

- Action: Procure current relevant publications
- Action: Compile list of training necessary for code compliance
- Measure: Completed identification and collection of training requirements
- Responsible Person: Training Coordinator
- Resources: Department personnel

Objective 1.2

Identify training and educational opportunities available through local, regional, and national organizations, manufacturers, and educational institutions.

- Action: Review and contact various sources
- Action: Compile list of relevant training materials
- Measure: Completed identification and listing of training sources
- Responsible Person: Training Coordinator
- Resources: Department personnel

Objective 1.3

Make available essential training and educational modules for various work-groups within DFM.

- Action: Provide professional growth opportunities for all DFM staff relative to their job responsibilities
- Action: Address training and equipment needs for custodial, maintenance, and grounds staff
- Action: Evaluate and determine appropriate materials for modules according to specific positions and responsibilities
- Action: Assemble relevant training and educational materials into modules for various positions and work groups
- Action: Develop safety-training modules for all department employees
- Action: Develop new-employee orientation modules
- Action: Develop and implement schedule for all training and orientation modules

- Measure: Training modules developed and implemented
- Responsible Person: Training Coordinator
- Resources: Management staff, supplies, printed material

Goal 2

Developing safety training programs specific to the department. Develop and implement plans to ensure the safety and security of the campus. Develop and implement plans to ensure the safety and security of buildings and those who work and learn in them. The Environmental Safety Director and staff are working with our Management team to coordinate efforts to bring safety awareness to all DFM Staff. It is to be noted that the Environmental Safety Director and staff have worked regularly with DFM departments in an effort to implement safety procedures.

Objective 2.1

Increase awareness and support for increased safety training for DFM Staff.

- Action: Solicit and procure support for improved safety on campus by making a presentation to President's Cabinet for approval of concept for improving safety training
- Action: Procure letter of support from the President for initiative to increase safety training
- Measure: Letter of Support
- Responsible Person: Training Coordinator
- Resources: Management Staff

Objective 2.2

Assess existing safety training needs and develop training programs and training schedules to insure ongoing training.

- Action: Schedule initial meetings between department heads and the Environmental Safety Director
- Action: Provide assistance to departments in evaluating training needs and developing training schedules
- Action: Departments will implement training and review annually with Environmental Safety Director
- Measure: Written departmental training programs and implementation verified annually
- Responsible Person: Training Coordinator
- Resources: Department personnel

Objective 2.3

Establish departmental budgets for safety training, materials and equipment.

- Action: Identify associated cost needs for training

- Action: Develop budgets and request funding through Fiscal Services
- Measure: Budgets developed and funding requested
- Responsible Person: Training Coordinator, Management Team
- Resources: Personnel, printing, etc.

Strategic Initiative 2: Diversity

Goal 3

Promote diversity and stability in the work environment. Critical Success Factors (measures of the degree of success over the next 5 years).

- Employee turnover less than 10% per year
- 50% or greater of new hires in skilled positions annually will be from underutilized areas (UUA)

Objective 3.1

Reduce employee turnover and increase employee satisfaction throughout DFM.

- Action: Improve employee selection process
- Action: Establish events to build camaraderie and improve morale
- Action: Managers make more frequent and informal visits to shops and job sites
- Action: Improve awards program / increase nominations while ensuring rewards system is based on excellence in work performance
- Action: Pursue competitive pay in hiring decisions
- Measure: Percent employee turnover per year
- Responsible Person: Management Staff
- Resources; Department personnel

Objective 3.2

Continue to strive to be an employer of equal opportunity for all.

- Action: Focus recruiting effort on high school and other institutions with a large representation of UUA
- Action: Advertising effort in mass media and other communication forms directed to underutilized groups
- Action: Emphasize recruitment efforts directed toward female/minority applicants
- Action: Increase awareness of diversity in all supervisory levels
- Measurement: Percentage of new hires from underutilized areas

Strategic Initiative 3: Leadership

Goal 4

Provide staff development to promote an environment of professionalism and continued technological advancement of DFM staff to promote exceptional service.

Objective 4.1

Program resources for specific training for all DFM members.

- Action: Increase number of hours of staff development by 20% each year
- Action: Completion of required safety training for each supervisor yearly
- Action: Increase professional development training to a minimum of 50 hours per year for each supervisor
- Action: Raise entry level hiring standards for positions in service areas
- Action: Raise compensation of skilled craft and trade supervisors to industry standards
- Action: APPA Certification for all supervisory level staff
- Support licensure training and CEU training
- Seek industry-training opportunities for staff
- Develop training schedule to accommodate workload and schedules
- Promote professional development for all supervisors
- Responsible Person: Management Staff
- Resources: Department personnel

Objective 4.2

To use a team approach in operations and management and to incorporate sharing of resources in regards to staffing, equipment, and budget.

- Action: Holding regular staff meetings to review needs and priorities, and promote assistance between units
- Measurement: Completed in terms of how successful we are in assisting each unit; will utilize CMMS to track assistance given by each unit
- Responsible Person: Management Staff
- Resources: Department personnel

Objective 4.3

Continue improvement of internal and external communication with customers and DFM employees.

- Action: Work Control will notify via e-mail to the campus outages
- Action: DFM Web Page maintained current to further communication

- Measurement: Survey our customers, asking for feedback about our services; will provide measurement
- Responsible Person: Management Staff
- Resources: Department personnel

Objective 4.4

To continue to promote safety in DFM work environment.

- Action: Each unit will provide a minimum of a quarterly safety-training topic, as well as other ongoing training for our staff
- Measurement: Use the Near Miss/Safety Concern form; distribute weekly safety fliers to employees
- Measurement: Safety and training files developed; files will become a part of the employee permanent file
- Responsible Person: Management Staff
- Resources: Department personnel

Objective 4.5

To deliver facilities management services in an efficient cost-effective manner.

- Action: Identify deferred maintenance needs; facilities audits performed utilizing the CMMS
- Measurement: Based on the number of work requests initiated and the backlog of preventative maintenance work orders
- Work on gathering measurement data utilizing CMMS and other resources in order to target areas for improving DFM services
- Responsible Person: Management Staff
- Resources: Department personnel

Strategic Initiative 4: Safety

Goal 5

Provide and foster a safe environment for both the campus populace and employees of DFM.

- Action: Decreased accident frequency rate
- Measurement: Compensation lost time days
- Responsible Person: Management Staff
- Safety committee

Objective 5.1

Reduce employee personal injury claims and increase employee safety awareness.

- Action: Develop and enroll all personnel in the Safety Training Observation Program (STOP)

- Action: Promote safe work practices in all endeavors
- Action: Aggressively pursue early return to work process
- Evaluate incidents/accidents for reasonable suspicion drug screen administration
- Measurement
- Number of loss time days per year
- Annual accident frequency rate
- **Responsible Person: Management Staff**
- Resources: Department personnel

Strategic Initiative 5: Excellence in Service and Operations

Goal 6

Objective 6.1

Customer Service: Perform all services and staff functions to meet or exceed customer expectations to become the service provider of choice for campus personnel.

- Action: Foster a culture of Continuous Quality Improvement (CQI) throughout DFM
- Measurement: Monitor customer service in each service department to ensure both internal and external customer expectations are met or exceeded

Objective 6.2

Achieve higher levels of process efficiency within Building Maintenance operations in meeting customer needs.

- Action: Continue to improve coordination of projects between PDC and DFM
- Action: Total involvement of DFM personnel
- Action: Develop open communication with customer
- Action: Emphasize rapid response
- Action: Refine Preventive Maintenance Program
- Action: Emphasis on rapid completion
- Action: Emphasize importance of customer service

Measurement:

- Percent of service requests completed within 2 working days of receipt
- Percent of favorable comments received on customer evaluations

Strategic Initiative 6: Assessment

Please include 3 to 5 assessment outcomes/objectives your department will assess this year. For each, please include the following: basic timeline, method (survey, focus group, etc.), and person responsible for the assessment.

Goal 7

Objective 7.1

Continue emphasis on the Facility Audit Program for E&G buildings and utility systems to identify requirements and know overall condition.

- Action: Provide audit schedules for timely completions
- Action: Conduct exterior audits of all facilities on annual basis
- Action: Assign audit team for comprehensive audits with timely completion
- Action: Review completed audits for quality/content

Measurement:

- Number of building and infrastructure audits conducted
- Action: Average 18 completed Facility audits per year on (E&G) buildings and supporting infrastructures to audit all facilities in a five-year cycle

Objective 7.2

Facility Improvement: Maximize systems reliability and minimize life-cycle costs

- Action: Raise operator knowledge level and ability to recognize and respond to abnormal situations
- Action: Improve operator retention
- Learn from root cause and not repeat mistakes
- Focus preventive/predictive maintenance on reducing mechanical failures
- Measurement: Number of minutes out-of-parameter

Strategic Initiative 7: Resources

Goal 8

Facility Improvement: Maximize systems reliability and minimize life-cycle costs of new and major renovated buildings.

Objective 8.1

Continue emphasis on the facility audit program for E&G buildings and utility systems to identify requirements and know overall condition.

- Action: Provide audit schedules for timely completions
- Action: Conduct exterior audits of all facilities on annual basis

- Action: Assign audit team for comprehensive audits with timely completion
- Review completed audits for quality/content
- Measurement: Number of building and infrastructure audits conducted

Objective 8.2

Pursue, acquire, and install the latest in building environmental systems, construction materials, and control technology to minimize maintenance and operating costs, conserve energy, and maintain adequate comfort in all facilities.

- Action: Procure funding, purchase and install latest upgrade to current Energy Management System
- Action: Identify needed enhancements to the Energy Management System for lighting controls, fire alarm monitoring, elevator monitoring, and boiler control, metering, etc. and associated costs
- Action: Procure funding to purchase and install enhancements and integrate systems
- Action: Integrate Energy Management System with Computerized Access System, Computerized Work-order/Preventative Maintenance System, and Facility Scheduling System
- Measure: Complete integration of control, management and process systems
- Person Responsible: Management staff and Technicians
- Resources: Consultants, contractors, department staff

Objective 8.3

Promote and implement campus-wide energy conservation measures and construction methods.

- Action: Identify and utilize latest energy efficient materials, measures, and equipment in future maintenance, renovation and construction projects (Ongoing)
- Action: Recommend to the President the creation of a broad-based campus Energy Conservation Committee to promote energy conservation on campus DFM management has been developing campus wide conservation measures, some of which has been implemented over the past two years.
- Measure: Systems and equipment continually reviewed for energy efficiency; formation of Energy Conservation Committee
- Responsible Person: Management and department staff
- Resources: Department staff, supplies, miscellaneous

Strategic Initiative 8: Wellness

Wellness Programs focused on current and timely issues. Promotion of programs included posting on communication boards, washrooms and on plant wellness boards.

Goal 9

Encouraging employees to be active and providing the means for them to do so.

- Action: Monthly seminars and workshops, as well as lunch sessions on topics such as quitting smoking
- Measurement: Health Newsletters

Strategic Initiative 9: Collaboration

Goal 10

1) Strive towards continual improvement in all areas and create benchmarks to improve efficiency, work productivity and cost effectiveness.

- Action: Increase content usability and information on Physical Plant website
- Maintain a comprehensive, fully accountable reporting system
- Update and maintain internal benchmarks in all areas of performance

Objective 9.1

Continue to improve upon assessment initiatives throughout the Physical Plant.

- Action: All sections evaluate key processes and when appropriate, work to streamline processes to optimize efficiency of business practices
- Action: Conduct monthly reporting sessions providing trends and analyses using high visibility graphs and charts
- Action: Monthly review of year-end fund balances of all appropriate accounts and monitoring of expenses
- Action: Communication with customers and vendors
- Action: Improve proficiency in projecting stock requirements
- Action: Increase customer awareness of recycling

Measurement:

- Maintain availability of core services 99.95% during business hours
- Number of out of stock items per month in the Warehouse
- Number of times Warehouse inventory turns per year
- Total expenses versus total square footage maintained for Custodial Services support
- Total percent solid waste stream recycled

- Enhance and improve customer service to provide 24/7 service to the campus community to meet or exceed customer expectations.

Objective 9.2

Achieve higher level of efficiency in meeting customer needs. Make recommendations regarding the needed number and distribution of custodial, maintenance, and grounds staff)

- Action: Insure staffing levels are adequate to meet demands
- Action: Increase emphasis on scheduling to minimize service interruptions for customers.
- Action: Fully utilize computerized, web-based work order system
- Action: Reduce second time responses for same service call
- Action: Perform weekly project reviews and updates to customers on current work-order status

Measurement:

- Decrease in call-backs, decrease in unscheduled interruptions, review process in place and functioning
- **Responsible Person: Management staff**
- Resources: Department personnel, computerized work order system

Objective 9.3

Enhance and strengthen relationships between department function areas and customers

- Action: Improve communications with customers to insure services are clearly defined
- Action: Improve and expand department web site
- Action: Assess quality of services provided by conducting customer appraisals and surveys
- Action: Conduct customer surveys to find out customer needs
- Action: Improve uniforms standards for department staff
- Action: Periodic visits with customers by department Supervisors and Director

Measurement: Fewer customer complaints, customer use of web-site, uniforms utilized in department.

- **Responsible Person: Management staff**
- Resources: Department personnel, printing, etc.

Strategic Initiative 10: Technology

Goal 11

Identify and import new technologies to improve DFM processes and reduce costs

Objective 10.1

Identify needed enhancements to the Energy Management System for lighting controls, fire alarm monitoring, elevator monitoring, boiler control, metering, etc. and associated costs.

- Action: Procure and install enhancements and integrate systems.
- Measure: Complete integration of control, management and process systems
- Person Responsible: Management staff and technicians