

## FACILITIES MANAGEMENT 2020 STRATEGIC PLAN

**Mission Statement:** Provide **high-quality maintenance** and support services for all Dallas County facilities while delivering an exceptional customer experience.

**Vision Statement:** We aspire to be the model department for excellent service, continuous improvement, and where the full potential of each employee is realized.

**Values Statement:** Our values will serve as a compass for our actions as we fulfill the department's mission and vision: ICARE

1. Integrity
2. Innovation
3. Communication
4. Accountability
5. Respect
6. Encouragement

### Goal 1: Goal-Oriented Team

#### **Strategy 1.0: Growth and Nurturing of Strategic Plan**

Action 1.0.1: Buy-in from facilities staff at all levels

Action 1.0.2: Managers review strategic planning system and process to identify innovative opportunities and best practices

Action 1.0.3: Review current years strategic plan for strength and weaknesses

#### **Strategy 1.1: Evaluation and input for strategic objectives (External)**

Action 1.1.1: Obtain input and expectations from key stakeholders, and customers thru surveys, focus groups and "one on one"

Action 1.1.2: Continue developing partnerships with departments/Comm Court to Identify short and longer-term objectives for Dept

#### **Strategy 1.2: Strategic plan implementation and deployment - Daniel Cherry**

Action 1.2.1: Identify Team Leaders for short and longer-term objectives

Action 1.2.2: Develop/refine action items and measures of progress

Action 1.2.3: Refine mechanisms to communicate requirements of the strategic plan

Action 1.2.4: Ensure Strategic Plan Implementation to continuously adapt to goals and vision

#### **Strategy 1.3: Promote Integrity and Trust within the department - Greg Gray/Daniel Cherry**

Action 1.3.1: Implement individual sessions with staff to communicate expectations of Integrity and Trust

Action 1.3.2: Implement comment boxes - answer questions monthly

#### **Strategy 1.4: Enhance department meeting structure - Carol Johnson/Greg Gray**

Action 1.4.1: Update video teleconferencing equipment to enhance efficient communication with front line staff

Action 1.4.2: Implement virtual meetings (from the Desk of the Director)

#### **Strategy 1.5: Individual accountability - Sonya Smith/John Carter**

Action 1.5.1: Review/update job descriptions in order to attract and hire best candidate including those w/ CJIS violations.

Action 1.5.2: Develop facilities staff knowledge on Industry operational standards and procedures

Action 1.5.3: QA & Facility Managers "spot check" 5% of engine rooms work orders quarterly

**Goal 2: Practice Sound Governance and Fiscal Accountability**

**Strategy 2.0: Efficiency in fiscal management processes -Cynthia Hernandez**

Action 2.0.1: Move towards electronic efficiencies for departmental procurement and payment practices

Action 2.0.2: Continue training departmental personnel to ensure efficiencies, budget control, and knowledge of best practices

**Strategy 2.1: Effective contract management -Carol Johnson/Ella Daniels**

Action 2.1.1: Review of departmental contracts, including extensions, for specifications with technical experts, include scope gap reviews

Action 2.1.2: Develop formal process for manager reviews/monitor contract performance after contract has been issued

Action 2.1.3: Partner w/ Purchasing to develop database for contract expirations and extensions (including review period, 90 days out) for Fiscal Services and Operations

Action 2.1.4: Develop contracted services for essential services (Chillers, generators etc.)

Action 2.1.5: Identify and develop "ticklers" for essential contract services

**Strategy 2.2: Fiscal accountability -Cynthia Hernandez / Elizabeth Allen**

Action 2.2.1: Weekly reporting to upper management of accounts balances for 126, 196, 1021, 1022

Action 2.2.2: Semi-annual budget balance review for following budget year

Action 2.2.3: Develop/implement/monitor warranty database

**Goal 3: Promote Excellence in Customer Service**

**Strategy 3.0: Listening to internal and external customer Sonya Smith / Daniel Cherry**

Action 3.1.1: Continue customer service survey bi-annual with a concentration of building identification to correct/address issues

Action 3.1.2: Address the voice of the customer issues after survey

Action 3.1.3: Develop monthly surveys for high interest customers (Sheriff's Department, etc.)

**Strategy 3.1: Relationship management - Carol Johnson**

Action 3.1.1: Biannual customer service training at all levels; dispatch desk, day porters and vendor owners

Action 3.1.2: Manage work order deficiency process with strong accountability and re-training procedures

Action 3.1.3: Review customer deficiency email portal daily; with a customer follow up

Action 3.1.4: Develop in-house customer service training

**Strategy 3.2: CMMS enhancements - Fred St. Amant**

Action 3.2.1: Complete the modernization of the preventative maintenance program in all detention facilities by end of FY 2021

Action 3.2.2: Complete and implement CMMS by end of FY21 for all county locations

Action 3.2.3: Develop automated survey per completed work order once CMMS is implemented

**Strategy 3.3: Monitor out sourced county contracts -Carol Johnson**

Action 3.3.1: Monitor janitorial, pest control, window cleaning, carpet cleaning contracts for best practices

Action 3.3.3: Engage Facilities Managers at all levels to perform routinely janitorial inspections to enhance front of the house

Action 3.3.3: Develop system to monitor contract expiration dates

**Strategy 3.4: Improve the appearance parking facilities and building grounds -Kumar Pilla**

Action 3.4.1: Enhance quality of parking lots, re-stripping 50% of parking lots , explore options for regular maintenance, including agreements with R&B districts.

Action 3.4.2: Develop 5 & 10 year refresh plan for all buildings (paint,carpet,landscape etc.)

Action 3.4.3: Add directional signage in FCCB Parking Lots C, D and F

**Goal 4: Engagement and Development of Workforce Talent**

**Strategy 4.0: Effective recruitment of employees -Sonya Smith**

- Action 4.0.1: Effectively monitor networking outreach (in-house recruitment with HR)
- Action 4.0.2: Continue and enhance partnerships with staffing agencies and technical schools
- Action 4.0.3: Review other sources for job postings (HHS/GA monitors)

**Strategy 4.1: Compensation program and strategy -Ryan Piper**

- Action 4.1.1: Review possibility to implement market-based stipends for skilled labor and qualified certifications

**Strategy 4.2: Enhance evaluation and improvement systems -Greg Gray/Sonya Smith**

- Action 4.2.1: Continue enhancement of mid year review, performance evaluations, and employee satisfaction surveys
- Action 4.2.2: Continue to build a culture that embraces performance, accountability and communication
- Action 4.2.3: Manage performance and design a reward system that keep employees motivated (most work orders completed, highest completion rate, decline of work, etc.)
- Action 4.2.4: Develop and implement clear evaluation criteria

**Strategy 4.3: Staff development -Daniel Cherry/Steve Rogers**

- Action 4.3.1: Develop and implement succession strategy to ensure organizational growth
- Action 4.3.2: Establish tooling requirements and accountability standards for employees
- Action 4.3.3: Develop a new hire in-house training (senior staff member to new recruit)
- Action 4.3.4: Redefine/implement employee awards program
- Action 4.3.5: Develop/implement staff qualification standards/checklist

**Strategy 4.4: HR compliance and policies -Sonya Smith/Greg Gray**

- Action 4.4.1: Develop and communicate clear (understandable) policies that balance the interests of both management and employees
- Action 4.4.2: Fully integrate compliance expectations within the policy framework
- Action 4.4.3: Annual review of Facilities policies and procedures
- Action 4.4.4: Develop job description/SOPs for essential positions (Contracts Manager, Real Estate Manager, Etc)

**Goal 5: Ensure High Performance Organization**

**Strategy 5.0: Promoting organizational excellence -Daniel Cherry/Ryan Piper/Fred St. Amant**

- Action 5.0.1: Manage identified critical bldg. operations ( i.e. SWIFS, Jails & Juvenile) with response and protocols
- Action 5.0.2: Effectively communicate organizational structure (vendors, JOC, internal customers, etc.)
- Action 5.0.3: Develop resource list on Facilities webpage (POC for other departments/departmental org chart)
- Action 5.0.4: Attain ISO 14001 certification
- Action 5.0.5: Implement lessons learned from ISO 9001 into departmental operations

**Strategy 5.1: Process improvement -Robby Saye**

- Action 5.1.1: Promote process improvement projects within the department
- Action 5.1.2: Recognize quarterly improvement projects, implementation and control processes
- Action 5.1.3: Identify major processes that require improvement
- Action 5.1.4: Develop written standards for construction material (locks, plumbing fixtures, lighting etc.)

<b>Strategy 5.2: Procedures implementations and results measurement</b>		<b>-Kumar Pilla</b>
Action 5.2.1: Exploration of possible applications of ISO standards		
Action 5.2.2: Consistent use of comparative data (ICMA, IFMA, gov. facilities depts.) for department operations		
Action 5.2.3: Improve project tracking and documentation of processes		
Action 5.2.4: Standardize project close-out and commissioning for major capital projects		
Action 5.2.5: Increase resources for construction observation to ensure contract compliance.		
<b>Strategy 5.3: Promote a culture of innovation throughout the department</b>		<b>-Eric Taylor</b>
Action 5.3.1: Re-write Innovation Award Policy		
Action 5.3.2: Communicate innovation wins and new processes		
Action 5.3.3 Research/implement Employee Focused Initiatives		
<b>Strategy 5.4: Fleet management</b>		<b>Daniel Cherry/Charles Edwards</b>
Action 5.4.1: Enforcing county policy and hold all drivers accountable (i.e.tolltags, red-light-City of Dallas, County Taxpayers concerns)		
Action 5.4.2: Use and promote electric and other clean vehicle technologies		
Action 5.4.3: Establish shared services vehicle pilot program in government district utilizing electric vehicle technology		
<b>Strategy 5.5: Assess staffing throughout department</b>		<b>-Robby Saye</b>
Action 5.5.1: Review the allocation of staff throughout the department based on county needs and building sq footage		
<b>Strategy 5.6: Environmental stewardship</b>		<b>-Kumar Pilla</b>
Action 5.6.1: Develop & implement green initiatives programs according to the latest facility management standards		
Action 5.6.2: Reauthorize the solicitation of the energy performance contracting program		
Action 5.6.3: Identify and develop critical item list (backflow testing logs, refrigerant log, gas testing log)		
Action 5.6.4: Research green initiatives for generators/boilers		
Action 5.6.5: Establish recycling "collection" program for Paper, Metal, Glass, Cardboard and Plastic at 2 major capital projects.		
<b>Strategy 5.7: Inventory and parts supply review</b>		<b>Cyndi Armendariz / Daniel Cherry</b>
Action 5.7.1: Conduct and maintain daily inventory practices		
Action 5.7.2: Evaluate feasibility to have Fastenal/Grainger maintain & stock inventory at remote locations		
Action 5.7.3: Develop contracts with purchasing for day to day expenses to eliminate PUPO purchases		
Action 5.7.4: Develop/implement tool management program		
<b>Strategy 5.8: Administration of the Capital Improvement Program</b>		<b>-Felicia Requena/Liz Allen</b>
Action 5.8.1: CIP Manager provides a monthly expenditure report to facilities director and managers-CIP balances of 196 throughout the year		
Action 5.8.2: Develop project tracking form - documentation, pictures, metrics		
Action 5.8.3: Align CIP with GFOA best practices and standards		
Action 5.8.4: Review CIP for contract opportunities - develop a minimum of three (3) contracts for FY2021		
Action 5.8.5: Complete the Facilities Management Capital Improvement Program for FY 21.		
Action 5.8.6: Complete condition assessments for Adult Detention, Juvenile Detention		
<b>Strategy 5.9: Enhance space utilization of County facilities</b>		<b>-Sandeep Kathuria</b>
Action 5.9.1: Continue monitoring of space standards county wide		

Action 5.9.2: Complete a review for the consolidation of County operations and reduction of the use of leased space
Action 5.9.3: Create a new master plan for the Juvenile Facilities with the department's new vision statement
Action 5.9.4: Develop Building Signage standards for consistency across County Buildings
Action 5.9.5: Deploy an educational campaign to advise on records storage and recycling processes
Action 5.9.6: Develop drawings and specifications to relocate Court of Appeals to Old Red Court House
Action 5.9.7: Develop drawings and specifications to move Probate Courts to George Allen 7 <sup>th</sup> Floor
Action 5.9.8: Develop a program and access needs at RB4 Facility
Action 5.9.9: Develop bridging documents and issue an RFP to solicit a Construction Manager at Risk (CMAR) for a new Mesquite Govt. Center
<b>Strategy 5.10: Enhance training opportunities -Josh Harless</b>
Action 5.10.1: Explore training opportunities for staff utilizing HR and outside vendors
Action 5.10.2: Create mechanism to document all training
<b>Goal 6: Maintaining the Highest Workplace Safety and Emergency Preparedness</b>
<b>Strategy 6.0: Catastrophic events action plan -Greg Gray/Daniel Cherry</b>
Action 6.0.1: Complete revision of Department COOP
Action 6.0.2: Ensure necessary resources to accomplish plan
Action 6.0.3: Effectively communicate response plans, posted signage
Action 6.0.4: Develop training exercise drills and training schedule to ready staff for emergency events/natural disasters
Action 6.0.5: Implement active shooter training for all facilities employees within 6 months of hiring
<b>Strategy 6.1: Enhance the workplace safety program -Fred St. Amant / Stan Littlejohn</b>
Action 6.1.1: QA complete semi-annual safety compliance reviews for engine rooms
Action 6.1.2: Ensure first aid, defibrillators, etc. are accessible, locations are identified, and employees are trained in their use.
Action 6.1.3: Develop hazmat and flammable storage program
Action 6.1.4: Continue to train/certify new staff in OSHA standards
<b>Strategy 6.2: Ensure ADA regulatory compliance -Sandeep Kathuria</b>
Action 6.2.1: ADA regulatory consultant to provide non-compliance for corrections
Action 6.2.2: Set program goals to correct non-compliance ADA around the County. Complete 50% of ADA Priorities 2 ,3, and 4 in the high-traffic buildings
Action 6.2.3: Implement-ADA evacuation plan
<b>Strategy 6.3: Storage tank program -Fred St. Amant / Stan Littlejohn</b>
Action 6.3.1: Implement management plan outlining roles of Facilities Management and operators
Action 6.3.2: Implement training, inspections, and a replacement program
<b>Strategy 6.4: Improve security and life safety infrastructure at County properties -Ryan Piper/Kumar Pilla</b>
Action 6.4.1: Update the standards for fire protection equipment, security and camera controls
Action 6.4.2: Install new duress at George Allen, District and County Clerks, and Jury Services
Action 6.4.3: Replace fire panel in 3 county buildings with panels that report to George Allen
Action 6.4.4: Complete the modernization of Jail Elevators in Lew Sterrett A and B buildings
Action 6.4.5: Replace and upgrade generators and UPS system at Lew Sterrett Complex

<b>Strategy 6.5: Improve security presence at County facilities</b>		<b>-Todd Fancher</b>
Action 6.4.1: Review and upgrade 50% of analog cameras installed in county buildings		
Action 6.4.2: Install cameras in public areas of county buildings: Add 360 cameras to floors 5 and 6 of GA.		
Action 6.4.3: Install exterior cameras to provide view around George Allen Courts Building		
Action 6.4.4: Review annunciation systems that announce alerts (Active Shooter, Fire, Tornado etc.)		
Action 6.4.5: Review badging for contracted vendors and develop badges that ID them as non county employees		
Action 6.4.6: Create a secured entry at Kennedy Garage and Founders Plaza Garage for restricted access during evening hours and weekends		
<b>Goal 7: Effective Communication as a Core Value</b>		
<b>Strategy 7.0: Enhance team focused culture throughout the department</b>		<b>- Ryan Piper/Cyndi Armendariz</b>
Action 7.0.1: Champion regular teambuilding events: cook outs, luncheons, etc., inline with best practices for environmental conditions (covid)		
Action 7.0.2: Focus on engine room to engine room engagement through technology		
Action 7.0.3: Promote charitable community programs and outreach		
<b>Strategy 7.1: Effective recognition programs</b>		<b>-Daniel Cherry</b>
Action 7.1.1: Revamp employee council (Employee Recognition Committee) new hire involvement		
Action 7.1.2: Employee to Employee quarterly awards recipients; end of fiscal year-everyone votes on 1 person for the year w/compensation		
Action 7.1.3: Develop/explore alternative award opportunities (remote parking, day off-no charge)		
<b>Strategy 7.2: Enhance communication and transparency with the department</b>		<b>-Greg Gray/Managers</b>
Action 7.2.1: Continue meeting to communicate and obtain direct feedback from frontline employees		
Action 7.2.2: Develop/deploy onsite visit informational meetings (internal and external) using video conferencing		
Action 7.2.3: Facilities Managers to Communicate key department decisions to employees on weekly basis		
Action 7.2.4: Celebrate department accomplishments (Veterans, Awards, Honorable mentions, Employee of the month, etc.)		