

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

Objective 1: Buy-in from facilities staff at all levels

Objective 2: Review current years strategic plan for strength and weaknesses

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

Objective 1: Obtain input and expectations from key stakeholders, and customers thru surveys, focus groups and "one on one"

Objective 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

Objective 1: Develop/refine action items and measures of progress

Objective 2: Ensure Strategic Plan Implementation to continuously adapt to goals and vision

Strategy 1.3: Promote Integrity and Trust within the department

Objective 1: Implement individual sessions with staff to communicate expectations of Integrity and Trust

Strategy 1.4: Individual accountability

Objective 1: Review/update job descriptions in order to attract and hire best candidate including those w/ CJIS violations.

Objective 2: 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

Objective 1: Develop and implement training syllabi's for departmental procurement and payment practices

Objective 2: Develop and implement training syllabi's for departmental fiscal processes for CapEx

Strategy 2.1: Effective contract management

Objective 1: Review of 50% departmental contracts, including extensions, for specifications with technical experts, include scope gap reviews

Objective 2: Develop 2 new contracts for preventative maintenance and service for installed essential equipment

Objective 3: Identify and develop "ticklers" for essential contract services

Strategy 2.2: Fiscal accountability

Objective 1: Develop/implement/monitor warranty database for 25% of buildings

Goal 3: Promote Excellence in Customer Service

Strategy 3.0: Listening to internal and external customer

Objective 1: Continue customer service survey bi-annual with a concentration of building identification to correct/address issues

Objective 2: Develop Janitorial Hotline for customer call in's

Strategy 3.1: Relationship management

Objective 1: Review customer Hotline portal daily; with a customer follow up

Strategy 3.2: CMMS enhancements

Objective 1: Complete the modernization of the preventative maintenance program in all detention facilities by end of FY 2022

Objective 2: Complete and implement CMMS by end of FY22 for all county locations

Objective 3: Develop automated survey per completed work order once CMMS is implemented

Strategy 3.3: Monitor out sourced county contracts

Objective 1: Monitor janitorial, pest control, window cleaning, carpet cleaning contracts for best practices

Objective 2 : Develop system to monitor contract expiration dates

Strategy 3.4: Improve the appearance parking facilities and building grounds

Objective 1: Enhance quality of parking lots, re-striping 50% of parking lots

Objective 2: Develop 5 & 10 year refresh plan for all buildings (paint,carpet,landscape etc.)

Goal 4: Engagement and Development of Workforce Talent

Strategy 4.0: Effective recruitment of employees

Objective 1: Continue and enhance partnerships with staffing agencies and technical schools

Objective 2: Review other sources for job postings (Churches etc)

Strategy 4.1: Compensation program and strategy

Objective 1: Review opportunities to pay overtime to staff.

Strategy 4.2: Enhance evaluation and improvement systems

Objective 1: Manage performance and design a reward system that keep employees motivated (most work orders completed, highest completion rate, decline of work, etc.)

Objective 2: Develop and implement clear evaluation criteria

Strategy 4.3: Staff development

Objective 1: Develop and implement succession strategy to ensure organizational growth (Promotion steps/expectations)

Objective 2: Develop a new hire in-house training (senior staff member to new recruit)

Objective 3: Develop/implement staff qualification standards/checklist

Objective 4: Create mechanism to document all training

Strategy 4.4: HR compliance and policies

Objective 1: Annual review of Facilities policies and procedures

Objective 2: Develop job description/SOPs for 50% of departmental positions

Objective 3: Develop and implement 2 HR based trainings

Goal 5: Ensure High Performance Organization

Strategy 5.0: Promoting organizational excellence

Objective 1: Develop procedures to pass all inspections

Objective 2: Effectively communicate organizational expectations to vendors

Objective 3: Review resource list on Facilities webpage (POC for other departments/departmental org chart)

Strategy 5.1: Process improvement

Objective 1: Promote process improvement projects within the department

Objective 2: Develop written standards for construction material (locks, plumbing fixtures, lighting etc.)

Objective 3: Review Parking Garage Operations & Develop New Parking Payment Policy

Strategy 5.2: Procedures implementations and results measurement

Objective 1: Improve project tracking and documentation of processes (ProCore etc.)

Objective 2: Standardize project close-out and commissioning for major capital projects

Objective 3: Increase resources for construction observation to ensure contract compliance.

Strategy 5.3: Promote a culture of innovation throughout the department

Objective 1: Re-write Innovation Award Policy

Objective 2: Research/implement Employee Focused Initiatives

Strategy 5.4: Fleet management

Objective 1: Use and promote electric and other clean vehicle technologies

Strategy 5.5: Assess staffing throughout department

Objective 1: Review the allocation of staff throughout the department based on county needs and building sq footage

Strategy 5.6: Environmental stewardship

Objective 1: Identify and develop critical item list (backflow testing logs, refrigerant log, gas testing log)

Objective 2: Establish recycling "collection" program at 2 major capital projects.

Strategy 5.7: Inventory and parts supply review

Objective 1: Conduct and maintain daily inventory practices

Objective 2: Develop/implement tool management program

Strategy 5.8: Administration of the Capital Improvement Program

Objective 1: CIP Manager provides a monthly expenditure report to facilities director and managers-CIP balances of 196 throughout the year

Objective 2: Develop project tracking form - documentation, pictures, metrics - Partner w/ Kumar for project software

Objective 3: Complete condition assessments for roof over 5 years old

Objective 4: Complete condition assessment of all boilers

Strategy 5.9: Enhance space utilization of County facilities

Objective 1: Continue monitoring of space standards county wide for all new renovations/projects

Objective 2: Complete a review for the consolidation of County operations and reduction of the use of leased space

Objective 3: Create a new master plan for the Juvenile Facilities with the department's new vision statement

Objective 4: Create a new master plan for the Adult Detention Facilities with the department's new vision statement

Objective 5: Develop Building Signage for George Allen Courthouse

Objective 6: Develop drawings and specifications to relocate Court of Appeals to Old Red Court House

Objective 7: Develop drawings and specifications to move Probate Courts to George Allen 7th Floor

Objective 8: Develop drawings and specifications for a new Mesquite Govt. Center

Strategy 5.10: Enhance training opportunities

Objective 1: Conduct 2 trainings for staff utilizing HR and outside vendors

Goal 6: Maintaining the Highest Workplace Safety and Emergency Preparedness

Strategy 6.0: Catastrophic events action plan

Objective 1: Complete revision of Department COOP

Objective 2: Partner with OSEM to effectively communicate response plans, posted signage

Objective 3: Develop training exercise drills and training schedule to ready staff for emergency events/natural disasters (active shooter, AED, CPR etc)

Strategy 6.1: Enhance the workplace safety program

Objective 1: QA complete semi-annual safety compliance reviews for engine rooms

Objective 2: Ensure first aid, defibrillators, etc. are accessible, locations are identified

Objective 3: Develop hazmat and flammable storage program

Objective 4: Continue to train/certify new staff in OSHA standards within 6 months of hire

Strategy 6.2: Ensure ADA regulatory compliance

Objective 1: ADA regulatory consultant to provide non-compliance for corrections in 50% of buildings

Objective 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

Objective 3: Implement-ADA evacuation plan in buildings 2 stories or higher

Strategy 6.3: Storage tank program

Objective 1: Implement training, inspections, and a replacement program

Objective 2: Ensure All UST operators pass Class A/B Training

Strategy 6.4: Improve security and life safety infrastructure at County properties

Objective 1: Update the standards for fire protection equipment, security and camera controls

Objective 2: Replace fire panel in 3 county buildings with panels that report to George Allen

Objective 3: Complete the modernization of Elevators at NDGC and Panoramic

Objective 4: Replace and upgrade generators and UPS system at Lew Sterrett Complex

Strategy 6.5: Improve security presence at County facilities

Objective 1: Review and upgrade 50% of analog cameras installed in county buildings

Objective 2: Install cameras in public areas of county buildings: Add 360 cameras to floors of GA.

Objective 3: Upgrade exterior cameras to provide view around George Allen Courts Building

Objective 4: Review badging and access permissions for employees non-employees develop badges

Objective 5: Create a secured entry policy at Kennedy Garage and Founders Plaza Garage for restricted access during evening hours and weekends

Goal 7: Effective Communication as a Core Value

Strategy 7.0: Enhance team focused culture throughout the department

Objective 1: Champion regular teambuilding events: cook outs, luncheons, etc., inline with best practices for environmental conditions (covid)

Objective 2: Focus on engine room to engine room engagement through technology

Strategy 7.1: Effective recognition programs -Daniel Cherry

Objective 1: Develop management plan for employee recognition

Objective 2: Develop/explore alternative award opportunities (remote parking, day off-no charge)

Objective 3: Celebrate department accomplishments (Veterans, Awards, Honorable mentions, Employee of the month, etc.)

Strategy 7.2: Enhance communication and transparency with the department