



# Facilities Management

## FY 16 Strategic Plan – Quarter 4 Results

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

November 30, 2016

# Overview

- Goal 1: *Become a Goal-Oriented Team*
- Goal 2: *Promote Leadership, Sound Governance, and Fiscal Responsibility*
- Goal 3: *Excellence in Customer Service*
- Goal 4: *Set the Standard for Workforce Engagement and Development*
- Goal 5: *Ensure High Performing Operations*
- Goal 6: *Ensure Workplace Safety and Emergency Preparedness*
- Goal 7: *Effective Communication and Branding*

# Goal 1: Become a Goal-Oriented Team

## *Strategy 1.0: Development of strategic plan*

- ✓ Funding for annual strategic plan update approved on 4-19 agenda.
- ✓ **Annual strategic planning session held for FY 17.**

## *Strategy 1.3: Strategic Plan implementation*

- ✓ Goal teams meeting on a monthly basis.
- ✓ **Summary brochures created, and plan distributed to all engine rooms.**

## *Strategy 1.4: Deployment of Mission, Vision, Values*

- ✓ Mission, Vision, Values published in all Engine Rooms.
- ✓ Focus on Values, with informationals sent to employees promoting and encouraging adherence.
- ✓ Communication added as a core value by team
- ✓ **Additional Mission Statement signage created and placed in strategic locations.**





## *Innovation*



## *Customer Focus*



## *Accountability*

**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: integrity, innovation, communication, accountability, respect, and encouragement.

# Facilities Management



## Strategic Plan FY 2017

*Pulse of the County*

# Strategic Plan 2017

## *Goal 1: Become a Goal-Oriented Team*

- 1.0: Development of strategic plan
- 1.1: Evaluation and input for strategic objectives
- 1.2: Establish goals, strategies, and actions
- 1.3: Strategic plan implementation
- 1.4: Deployment of Mission, Vision, Values
- 1.5: Promote Integrity and Trust within the department
- 1.6: Enhance department meeting structure

## *Goal 2: Promote Sound Governance and Fiscal Responsibility*

- 2.0: Efficiency in fiscal management processes
- 2.1: Effective contract management
- 2.2: Fiscal accountability

## *Goal 3: Excellence in Customer Service*

- 3.0: Listening to the customer
- 3.1: Ensuring customer satisfaction
- 3.2: Relationship management
- 3.3: Improvements to the work order system
- 3.4: Improve effectiveness of contract services
- 3.5: Improve garage operations
- 3.6: Improve parking garage operations

## *Goal 4: Set the Standard for Workforce Engagement and Development*

- 4.0: Effective recruitment of employees
- 4.1: Ensure competitive compensation
- 4.2: Enhance evaluation and improvement system

- 4.3: Effective training and development opportunities
- 4.4: Management accountability

## *Goal 5: Ensure High Performing Operations*

- 5.0: Promoting organizational excellence
- 5.1: Process improvement
- 5.2: Standard operating procedures and measurements
- 5.3: Promote innovation throughout the department
- 5.4: Accountable key management
- 5.5: Vehicle assessment
- 5.6: Assess staffing throughout the department
- 5.7: Environmental stewardship
- 5.8: Inventory and parts supply review
- 5.9: Establish a preventative maintenance program
- 5.10: Administration of Capital Improvement Program
- 5.11: Enhance space utilization of County facilities

## *Goal 6: Ensure Workplace Safety and Emergency Preparedness*

- 6.0: Effective emergency preparedness
- 6.1: Enhance the workplace safety program
- 6.2: Continue program to address ADA issues
- 6.3: Develop a storage tank program
- 6.4: Expand quality control to all facilities

## *Goal 7: Effective Communication*

- 7.0: Enhance branding opportunities
- 7.1: Catalyze team-focused culture
- 7.2: Effective recognition programs
- 7.3: Effective communication and transparency

# Goal 1: Become a Goal-Oriented Team

## *Strategy 1.5: Promote Integrity and Trust within the department*

- ✓ Food Pantry program was developed to help County employees in times of hardship. Non-perishable items are stored in a designated area and will be donated to the Texas Food Bank at least 3 months prior to expiration.
- ✓ Four life events impacted our employees and we reached out to them to support them and their families.
- ✓ **Event held in honor of employees who**
- ✓ **have 20 years or more of service to Dallas County.**



## *Strategy 1.6: Enhance department meetings*

- ✓ Continued with monthly management team meeting.
- ✓ Continuation of the “peer to peer” meeting group with supervisors.
- ✓ “Spend a Day with Management” Program launched to promote transparency and give insight into day-to-day activities and processes.
- ✓ **Hosted “Dogs on the Dock” luncheon to further team unity and supported the food pantry initiative.**



# Goal 2: Promote Leadership, Sound Governance, and Fiscal Responsibility

## *Strategy 2.0: Efficiency in fiscal management processes*

- ✓ Procedures established for intradepartmental electronic submittals of Emergency/Level 1 requisitions.
- ✓ Online receipting by Supervisors incorporated into procedures.
- ✓ Development complete of Facilities Invoice portal for expeditious processing of invoices. New Clerk IV position filled November 30, which allowed for a workflow focused redistribution of responsibilities. Changes will positively impact and promote the timely submittal of requisitions and the processing/resolution of invoices.
- ✓ Implemented monthly Fiscal Services Team meeting with staff to promote core values, troubleshoot problems, and discuss ideas for streamlining processes.

# Goal 2: Promote Leadership, Sound Governance, and Fiscal Responsibility

## *Strategy 2.0: Efficiency in fiscal management processes*

- ✓ Achieved agreement with Purchasing for 45-60 day expiration of quotes for goods/services in order to accommodate for required briefing and coordinate with Commissioner Court meeting schedule.
- ✓ Created email groups to aid in the processing of invoices, utility payments, and supplies..

## *Strategy 2.1: Partnership and outsourcing effectiveness*

- ✓ Developed system to improve specifications for each contract as a solicitation opportunity moves forward.
- ✓ Quarterly monitoring system established to address department contract issues.

# Goal 2: Promote Leadership, Sound Governance, and Fiscal Responsibility

## *Strategy 2.3: Administration of department issues*

- ✓ Developed a program to review all lead and senior building mechanic positions across the department to maximize the organizational structure, and provide clear expectations for staff. Review and update of job descriptions are underway.
- ✓ Civil Service Commission approved updates to lead position job descriptions.
- ✓ Worked with trade positions to update/refine job duties. Making final revisions and then will present to Civil Service.
- ✓ **Civil Service approved update to job duties for several key positions.**

## *Strategy 2.4: Develop a Capital Improvement Program*

- ✓ Facilities condition assessments are complete. Staff and consultants are analyzing information and inputting into CostLab system.
- ✓ **Commissioners Court approved a 10 year schedule to address deferred maintenance, maintenance and repairs, and capital items.**

# Goal 3: Excellence in Customer Service

## *Strategy 3.0: Listening to the customer*

- ✓ FCCB Action Plan has been reviewed monthly by County team to address longstanding issues at the facility.
- ✓ Advisory network of elected officials, department heads, and key staff launched to receive 360° feedback on all Facilities Management services areas, and opportunities to better meet specific needs of their operations.
- ✓ FCCB Action Plan meetings have continued, various items are progressing.
- ✓ Stephen Rogers, supervisor, initiated a pilot program with the North Tower Sheriff's Captains to meet weekly and proactively address issues.

## *Strategy 3.1: Ensuring customer satisfaction*

- ✓ Biannual organization-wide survey scheduled for 1<sup>st</sup> week of Feb.
- ✓ Survey results reviewed and improvements from feedback made as needed. Overall satisfaction with services increased by 5%.
- ✓ Summer 2016 customer survey released.
- ✓ **Customer service training classes held for all employees.**

# Goal 3: Excellence in Customer Service

## *Strategy 3.2: Relationship management*

- ✓ Plan launched to reach out to the staff of the buildings located outside of downtown concerning janitorial issues and areas of specific need.



## *Strategy 3.4: Improve contract custodial services*

- ✓ Purchasing is working on the RFPs for SWIFS, Downtown, and Henry Wade cleanings to restore 5 days service and upgrade the specifications.
- ✓ George Allen has been added to 5-day cleaning service.

## *Strategy 3.5: Improve effectiveness of pest control services*

- ✓ The pest control contractor is onsite at Frank Crowley and have added more bait stations surrounding the buildings and garages.
- ✓ Updates to the specifications for the upcoming solicitation are being reviewed to enhance the contract and service delivery.

# Goal 4: Set the Standard for Workforce Engagement and Development

## *Strategy 4.0: Improve recruitment processes*

- ✓ Established an HR Hotline with pertinent information for prospective employees.
- ✓ Attended a job fair with TWC Plano on 12/10/15 and we are currently interviewing some candidates from the event.
- ✓ Dept. HR is continuing pre-screening of applicants and participating in face-to-face interviews for quality control on a sample basis.
- ✓ Attended 2 job fairs (Grand Prairie and Irving), resulting in a new hire.
- ✓ Modified the electrician job description to include the stipend, which will help attract more qualified applicants.
- ✓ A PowerPoint for the New Hire Orientation has been created and includes information regarding department policies and procedures, organizational structure, the Facilities Management Strategic Plan, and employee satisfaction survey results.
- ✓ **Vehicle advertisements for hiring opportunities installed and linked to the Facilities Management employee hotline.**

# Goal 4: Set the Standard for Workforce Engagement and Development

## *Strategy 4.1: Ensure competitive compensation*

- ✓ Shift pay proposal developed to better recruit candidates and retain employees. HR Director has reviewed and approved.
- ✓ Developed proposal for stipends for state licensed employees. HR Director has reviewed and approved.
- ✓ Shift differential pay approved by Commissioners Court.
- ✓ Stipends for plumbers and electricians requiring state licenses were approved by Commissioners Court.
- ✓ Payroll will rollout the shift differential pay on the July 15 check.
- ✓ Stipend policy has been developed. All employees have received a copy and those that are eligible had to sign and date the policy.
- ✓ **Civil HR briefed with all Facilities employees and communicated the details of the Hay study and compensation system in general.**

# Goal 4: Set the Standard for Workforce Engagement and Development

## *Strategy 4.2: Enhance performance appraisal system*

- ✓ Established an HR Hotline with pertinent information for prospective
- ✓ Mid-year review program developed and distributed to supervisors to begin evaluations and performance improvement.
- ✓ **360 Feedback Survey for supervisors was developed and results were reviewed with the supervisor.**

## *Strategy 4.3: Develop and sustain a recognition program*

- ✓ Continued quarterly recognition program.
- ✓ Years of service recognized at the employee appreciation luncheon.
- ✓ John Carter, the Employee of the Year, was recognized by the Commissioners Court.
- ✓ Gift cards for employees who went above and beyond on projects.

## *Strategy 4.4: Create learning and development opportunities*

- ✓ National Technology Transfer continuing education training for chiller operation and maintenance.

# Goal 4: Set the Standard for Workforce Engagement and Development

## *Strategy 4.5:* Enhance communication and transparency

- ✓ Regular email informationals to staff.
- ✓ Kronos training by the Payroll Manager, Janet Butcher, to all supervisors and managers.
- ✓ Engine rooms were updated to ensure staff were aware of the Open Enrollment benefits orientation sessions, changes, etc.
- ✓ The dress code policy was revised in February to update the colors of the shirts, pants, uniform replacement allotment, and professional hygiene.
- ✓ Management attended a training hosted by Worker's Comp Specialist, Ricky Patridge. This training gave staff a better understanding of Worker's Comp, the paperwork and process, and how to code time in Kronos.
- ✓ All Facilities Management policies are available to employees on the K drive under the policy folder and information on new or updated policies is shared on the "Maintenance Services" distribution email.
- ✓ Several policies developed this quarter: On-call work process, on-call mileage reimbursement, shift differential, and stipend policies. These policies were reviewed by Janet Butcher and approved by Dale Lilley.
- ✓ **Department website includes an employment opportunity section.**
- ✓ **Employee satisfaction survey launched and results reviewed by management for issue resolution as needed.**

# Goal 5: Ensure High Performing Operations

## *Strategy 5.0: Promoting Organizational Excellence*

- ✓ Implemented a series of trainings and teams to reinforce Performance Excellence (Baldrige Criteria).
- ✓ Staff completed introductory training for the Baldrige Criteria. Next step is to put together an implementation plan to further the Criteria within the department.

# Goal 5: Ensure High Performing Operations

## *Strategy 5.1: Process improvement*

- ✓ A continuous improvement group has met to develop improvement projects for 2016.
- ✓ Lean Six Sigma training for 3 employees was held Feb. and March. Three improvement projects are moving forward.
- ✓ Lean Six Sigma training for additional 2 employees held in June.
- ✓ “Principles of Lean Office” workshop held for 40 employees.
- ✓ Meeting with County Auditor to improve the cycle time for utility payments.
- ✓ Skilled Support vehicle usage is being monitored and analyzed for improvement via GPS data and fuel logs. Vehicles have been strategically relocated throughout Dallas County to reduce drive distance and drive time. Technicians of each Trade have been assigned to specific buildings within specific areas of the County.
- ✓ ISO 9000 training held for employees with contract, regulatory, or statutory compliance focuses.

# Goal 5: Ensure High Performing Operations

## *Strategy 5.3: Capacity for innovation*

- ✓ New individuals have been approached to be considered for the 2016 Best Practices Committee.
- ✓ QIC will resume in second quarter with reward system (using DDA).
- ✓ DDA Plan was approved by Commissioners Court to fund the QIC program.
- ✓ All management and supervisory staff received Surface Pro 4's to further efficiency and mobile capabilities.

## *Strategy 5.4: Accountable key management*

- ✓ Joint review with Security of all locks in FCCB and GA.
- ✓ New policy drafted and under review to enhance accountability.
- ✓ Policy forwarded to legal for review.
- ✓ The policy has been reviewed by the District Attorney's Office and is in a 30 day review period for department heads and elected officials.
- ✓ **Key and Lock Policy approved by Commissioners Court on August 16.**

# Goal 5: Ensure High Performing Operations

## *Strategy 5.5: Vehicle needs assessment*

- ✓ Have upgraded 4 vehicles this fiscal year and expecting 2 additional new vehicles in August.
- ✓ Six vehicles were replaced in FY 16.

## *Strategy 5.7: Environmental stewardship*

- ✓ Improved infrastructure and promoted energy conservation through the newly approved phase of the Energy Performance Contract (all systems using R-22 refrigerant will be replaced countywide, energy efficient systems installed in place of outdated infrastructure).

## *Strategy 5.10 : Establish a preventive maintenance program*

- ✓ A pilot program for the Public Buildings is in the test environment for the George Allen Building. Expected to go into production end of 3rd Quarter.

# Goal 5: Ensure High Performing Operations

## *Strategy 5.11: Development of a Master Facilities Plan*

- ✓ Expected final completion and presentation to County Administrator in the summer.

## *Strategy 5.12: Enhance space utilization in County facilities*

- ✓ Old Red reprogramming site assessments complete. Draft report will be ready in Feb.
- ✓ Survey distributed to all County employees to review their current space quality; focus groups convened; and sites visits by CBRE and Gensler to assess our current standards and quality of space.
- ✓ Draft space standards plan being presented to a sampling of departments, will bring forward for Commissioners Court consideration in June.
- ✓ Proposed workplace space standards are under a 45 day commentary period and will be presented to Commissioners Court on August 16.
- ✓ **New, modern, workplace space standards were approved by Commissioners Court on August 16.**

# Goal 6: Ensure Workplace Safety and Emergency Preparedness

## *Strategy 6.0: Effective Emergency Preparedness*

- ✓ Design for evacuation signage in high rise facilities underway.
- ✓ Evacuation drill held for North Tower on July 6 for employees.
- ✓ ADA evacuation chair installed in Allen for disabled employee.

## *Strategy 6.1: Enhance the workplace safety program*

- ✓ Quarterly compliance inspections have been completed for North Tower, George Allen, and Cook Chill.
- ✓ Training requirements for Grade 8s have been developed.
- ✓ Supervisors have implemented weekly “Safety Minute” program.
- ✓ Baseline injury metrics and performance measures have been developed and implemented.
- ✓ Five safety trainings have been conducted since August 2015.
- ✓ 60% reduction of workplace injuries from same period of 2015: 15 injuries were reported from Jan. 15 to June 15; 6 injuries were reported from Jan. 16 to June 16.
- ✓ **Two safety trainings conducted in Quarter 4.**
- ✓ **“Safety Corner” was added to the Facilities Management website to reinforce training topics. .**

# Goal 6: Ensure Workplace Safety and Emergency Preparedness

## *Strategy 6.2: Develop program to address ADA issues*

- ✓ Compliance program has been developed by the ADA Advisory Committee. Will be presented to Commissioners Court.
- ✓ Commissioners Court approved the ADA Compliance Program in March.
- ✓ The Phase 2 list of County buildings recommended for ADA inspection surveys were approved by Commissioners Court at the April 19 meeting.

## *Strategy 6.3: Develop a storage tank program*

- ✓ Plan for management of the USTs has been developed.
- ✓ State required training classes scheduled.
- ✓ Annual inspections have been completed for all USTs and ASTs.
  - R&B 3 UST failed testing and requires repairs to several parts.
  - George Allen UST replacement is under design.
- ✓ R&B 3 underground fuel storage tank repaired and operational.
- ✓ **George Allen UST replacement design will complete in January 2017.**

# Goal 7: Effective Communication & Branding

## *Strategy 7.0: Enhance branding opportunities*

- ✓ Branded Facilities Management logo on products to promote unity.
- ✓ Rollout of new team uniforms.
- ✓ Promotion of film program: 11-22-63, Queen of the South, HBO special.
- ✓ Promotion of film program: Partnership with the Sheriff's department on a project (MAXIMUS Film), and a Ford Truck Commercial
- ✓ Promotion of film program: Cold War spy thriller, PBS documentary, filming at Lew Sterrett, and Dallas exonerees documentary.
- ✓ Promotion of film program: Access Group filmed a documentary at the George Allen jail, House Hunters filmed on the Plaza.
- ✓ Developed t-shirts that showcase the department's "values."

## *Strategy 7.1: Develop charitable community programs*

- ✓ Facilities Management donated 729 pounds of food and \$95.00 to North Texas Food Bank.
- ✓ Donations to #22Kill; K9s For Warriors; and Veteran Services.
- ✓ Collected 400 pounds of food for the department food pantry program.
- ✓ Collected 200 pounds of food for the department's food pantry program. .



# Goal 7: Effective Communication & Branding

## *Strategy 7.2: Catalyze team focused culture*

- ✓ Appreciation luncheon held for employees in December at Old Red.
- ✓ Continuation of proposal box system for feedback from staff.
- ✓ Department Fantasy Football league was a success, winners recognized.
- ✓ Development and implementation of life event messaging cards to employees (birthdays, deaths, marriage, babies, etc.)
- ✓ To further a positive work environment by modernizing work areas, Court approved to have additional computer terminal installed at North Tower for employees, and a printer for the carpenter shop.
- ✓ To celebrate the successful Cook Chill Refrigerator Project, Facilities held a breakfast for the entire Cook Chill team.
- ✓ Food Pantry/Food Bank Program was developed and has been deployed to assist employees in times of need.
- ✓ Celebrating exceptional performance on the website.
- ✓ Promoted an indoor “health track” at North Tower to encourage walking during lunch and break times.
- ✓ **Team pictures were taken and placed on website.**
- ✓ **Department Fantasy Football league launched (second year). \*\* Jonathon**
- ✓ **New cross-training pilot program developed.**



# Facilities Management



# FY 16 Accomplishments

- ✓ Food Pantry Program
- ✓ Lock and Key Policy
- ✓ 10-year Capital Program
- ✓ Updated Workplace space standards
- ✓ Shift differential pay
- ✓ Stipends for licensed plumbers and electricians
- ✓ Workplace safety program developed
- ✓ ADA Compliance Program
- ✓ Webpage improvements
- ✓ Lean Six Sigma and Kaizen projects
- ✓ Development of the FY 17 Strategic Plan