

# FACILITIES MANAGEMENT 2017

**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: Become a Goal-Oriented Team

**Team Leaders:** Darrell Howerton, Carol Johnson, Ryan Piper and Cynthia Armendariz

### *Strategy 1.0: Development of strategic plan*

Action 1.0.1: Review for best practices in strategic planning for innovative opportunities in planning process

Action 1.0.2: Review strategic planning system and process to identify innovative opportunities and best practices.

Action 1.0.3: Review/refine Mission, Vision, Values and core competencies

Action 1.0.4: Determine status of current FY strategic plan

Action 1.0.5: Determine strategic challenges and strategic advantages (consultant facilitated discussion)

### *Strategy 1.1: Evaluation and input for strategic objectives*

Action 1.1.1: Conduct an environmental scan with input and expectations from key stakeholders, customers, and employees

Action 1.1.2: Review potential changes in the regulatory environment with District Attorney and Fire Marshal

Action 1.1.3: Evaluate all feedback and input received

### *Strategy 1.2: Establish goals, strategies, and actions*

Action 1.2.1: Identify short and longer-term objectives

Action 1.2.2: Resource allocation in coordination with budget process

Action 1.2.3: Consider all key variables that are important to each goal of the strategic plan.

Action 1.2.4: Consider key variables that are important to each goal's success: customer perspective, training, budget, and processes

Action 1.2.5: Develop/refine action items and measures of progress

### *Strategy 1.3: Strategic plan implementation*

Action 1.3.1: Create mechanisms to communicate requirements of the strategic plan

Action 1.3.2: Identify and implement lessons learned and modify business/action plans, as needed

Action 1.3.3: Continue Strategic Plan Implementation as a living and evolving process

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

Action 1.4.1: Consistent communication across department

Action 1.4.2: Develop mechanisms to promote M, V, V

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

Action 1.5.1: Identify and Establish Consistent Expectations of Integrity and Trust

Action 1.5.2: Implement individual sessions with staff to communicate expectations of Integrity and Trust

Action 1.5.3: Hold all employees accountable

Action 1.5.4: Develop program to recognize and respond to breaches of Integrity and Trust

*Strategy 1.6: Enhance department meeting structure*

Action 1.6.1: Develop senior leadership team meetings

Action 1.6.2: Deploy Quartley employee town hall meetings.

Action 1.6.3: Fully implement the "employee spend a day with manager" program

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

**Team Leaders: Robby Saye, Greg Gray, Janice Rowe and Ella Daniels**

*Strategy 2.0: Efficiency in fiscal management processes*

Action 2.0.1: Improve relationships with budget, purchasing and auditors to improve procurement practices

Action 2.0.2: Identify and develop contracts that simplify purchasing processes (JOC, plumbing and parts, IDIQ)

Action 2.0.3: Move towards electronic efficiencies for departmental procurement practices.

*Strategy 2.1: Effective contract management*

Action 2.1.1: Review of departmental contracts, including extensions, for specifications with technical experts

Action 2.1.2: Develop tracking mechanism for running balance per contract PO

Action 2.1.3: Implement contract performance review process with internal users

Action 2.1.4: Tracking mechanism for contract expirations and extensions (including review period, 90 days out)

*Strategy 2.2: Fiscal accountability*

Action 2.2.1: Enhance partnership with Budget

Action 2.2.2: Develop digital General Funding (120) running balance system

Action 2.2.3: Create department budget review team

Action 2.2.4: Develop tracking mechanism for running balance for each contract

**Goal 3: Excellence in Customer Service**

**Team Leaders: Wendy Aviles, Stephen Rogers and Ella Daniels**

*Strategy 3.0: Listening to the customer*

Action 3.0.1: Continue regular workshops/customer council network with departments

*Strategy 3.1: Ensuring customer satisfaction*

Action 3.1.1: Continue regular satisfaction surveys

Action 3.1.2: Develop point of service surveys with the rollout of the work order system

Action 3.1.3: Quality assurance and spot checking after work orders

*Strategy 3.2: Relationship management*

Action 3.2.1: Continue customer interaction procedures and training

Action 3.2.2: Development of complaint process

*Strategy 3.3: Improvements to the work order system*

Action 3.3.1: Research technology upgrades to facilitate wireless environment

Action 3.3.2: Add necessary wireless features to FAMIS

Action 3.3.3: Rollout improved process and procedures to work order system

Action 3.3.4: Implement pilot survey component to closing work orders at George Allen

*Strategy 3.4: Improve effectiveness of contract custodial and pest control services*

Action 3.4.1: Improve pest control contract specifications for best practices

Action 3.4.2: Conduct a best practices review of janitorial inspection process

*Strategy 3.5: Improve parking garage operations*

Action 3.6.1: Review directional signage for improvements

Action 3.6.2: Develop cleaning schedule for power washing

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

**Team Leaders: Sonya Smith, Dale Lilley, Daniel Cherry and Greg Gray**

*Strategy 4.0: Effective recruitment of employees*

Action 4.0.1: Continue prescreening of applications to ensure qualified people are hired

Action 4.0.2: Improve cycle time for new hires with Human Resources department

Action 4.0.3: Monitor effectiveness of advertisements and outreach

Action 4.0.4: Partnerships with technical schools, Texas Workforce Commission, military, etc.

*Strategy 4.1: Ensure competitive compensation*

Action 4.1.2: Establish a committee to review job descriptions and reclassifications

Action 4.1.3: Review promotional opportunities

*Strategy 4.2: Enhance evaluation and improvement systems*

Action 4.2.1: Enhancement of mid year review, performance evaluations, 360 feedback and employee satisfaction surveys

*Strategy 4.3: Effective training and development opportunities*

- Action 4.3.1: Create standardized training program for professional growth
- Action 4.3.2: Make core county policies (harassment, sensitivity, etc.) mandatory training
- Action 4.3.3: Effectively communicate training opportunities to staff
- Action 4.3.4: Review opportunities for employee reimbursement for certifications and trainings

*Strategy 4.4: Management accountability*

- Action 4.4.1: Enhance communication from senior leaders to middle management team
- Action 4.4.2: Develop and implement a leadership component to management's performance evaluations
- Action 4.4.3: Develop supervisor cross-training program to enhance knowledge and perspective of other buildings
- Action 4.4.4: Continue professional development training program for management with consultant

**Goal 5: Ensure High Performing Operations**

**Team Leaders: Joe Flores, Charles Edwards and Kumar Pilla**

*Strategy 5.0: Promoting organizational excellence*

- Action 5.0.1: Create management framework for building operations in specialized county buildings
- Action 5.0.2: Clearly define organizational structure
- Action 5.0.3: Utilize scorecard system for a pilot program in an engine room

*Strategy 5.1: Process improvement*

- Action 5.1.1: Mapping of 2 major department processes that require enhancement
- Action 5.1.2: Best practices review of the 2 processes
- Action 5.2.3: Establishment of key performance indicators for 2 major processes

*Strategy 5.2: Standard operating procedures and measurements*

- Action 5.2.1: Identify major processes that require enhancement
- Action 5.2.2: Explore of possible applications of ISO standards
- Action 5.2.3: KPI training for employees
- Action 5.2.4: Consistent use of comparative data (ICMA, IFMA) for department operations
- Action 5.2.5: Train and engage staff in Lean and Six Sigma culture

*Strategy 5.3: Promote innovation throughout the department*

- Action 5.3.1: Continue a staff best practices committee
- Action 5.3.2: Review latest technology for opportunities
- Action 5.3.3: Form a roundtable with other county facility departments
- Action 5.3.4: Continue the Quality Innovation Competition
- Action 5.3.5: Evaluate new approach w/proposal box
- Action 5.3.6: Implement monetary rewards procedures

*Strategy 5.4: Accountable key management*

Action 5.4.1: Manage the new policy and processes for issuance of keys

Action 5.4.2: Develop reports on the status of the implemented policy and program

*Strategy 5.5: Vehicle assessment*

Action 5.5.1: Review the distribution of vehicles throughout the department

Action 5.5.2: Ensure transport means are available for employees when needed

*Strategy 5.6: Assess staffing throughout department*

Action 5.6.1: Review the square footage coverage per employee/operational rate

Action 5.6.2: Review the allocation of staff throughout the department

Action 5.6.3: Review best practice for shift scheduling and on call supervisory rotation

*Strategy 5.7: Environmental Stewardship*

Action 5.7.1: Research other organizations that have implemented green initiatives programs

Action 5.7.2: Develop green initiative programs

*Strategy 5.8: Inventory and parts supply review*

Action 5.8.1: Review process and procedures

Action 5.8.2: Conduct a best practices review

Action 5.8.3: Review personnel and technology needed for optimal processes

*Strategy 5.9: Establish a preventative maintenance program*

Action 5.9.1: Develop schedule within FAMIS

Action 5.9.2: Ensure accountability and reliability of program

*Strategy 5.10: Administration of the Capital Improvement Program*

Action 5.10.1: Implement use of the plan with monitoring and reporting on status

Action 5.10.2: Contract with firm to assist with process to update plan and include remaining facilities

*Strategy 5.11: Enhance space utilization of County facilities*

Action 5.11.1: Ensure new standards are implemented in new construction and renovation projects

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

**Team Leaders: Daniel Cherry and David Sullins**

*Strategy 6.0: Effective emergency preparedness*

Action 6.0.1: Develop an emergency response plan for facilities personnel during inclement weather and natural disasters

Action 6.0.2: Ensure necessary resources to accomplish plan

Action 6.0.3: Effectively communicate response plans through discussions, walk-throughs, and posted signage

Action 6.0.4: Develop training exercise drills and training schedule to ready staff for emergency events/natural disasters

*Strategy 6.1: Enhance the workplace safety program*

Action 6.1.1: Enhance safety compliance reviews for engine rooms

Action 6.1.2: Develop grade 8 and 9 training requirements for employees

*Strategy 6.2: Continue program to address ADA issues*

Action 6.2.1: Formation of ADA Advisory Committee

Action 6.2.2: Set program goals to identify, assess, and correct ADA issues around the County

Action 6.2.3: Develop ADA evacuation plan

*Strategy 6.3: Develop a storage tank program*

Action 6.3.1: Develop management plan outlining roles of Facilities Management and operators

Action 6.3.2: Develop training, inspections, and a replacement program

*Strategy 6.4: Expand quality control to all facilities*

Action 6.4.1: Implement the developed pilot program for public facilities

## **Goal 7: Effective Communication**

**Team Leaders: Management Team**

*Strategy 7.0 Enhance branding opportunities*

Action 7.0.1: Seek and utilize stakeholder feedback to determine initiatives

Action 7.0.2: Explore networking opportunities to increase our market share in the filming/rental industry.

*Strategy 7.1: Catalyze team focused culture throughout the department*

Action 7.1.1: Champion regular teambuilding events: cook outs, luncheons, etc.

Action 7.1.2: Ensure engine rooms create a positive environment through upgraded work areas and modernized space

Action 7.1.3: Promote charitable community programs and outreach

Action 7.1.4: Promote DCFM Food Pantry Program