

Facilities Management

FY 18 Strategic Plan – Quarter 4 Results

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

November 13, 2018

Overview

- Goal 1: *Become a Goal-Oriented Team*
- Goal 2: *Practice Sound Governance and Fiscal Responsibility*
- Goal 3: *Excellence in Customer Service*
- Goal 4: *Engagement and Development of Workforce*
- Goal 5: *Ensure High Performance Operations*
- Goal 6: *Ensure Workplace Safety and Emergency Preparedness*
- Goal 7: *Effective Communication*

Goal 1: Become a Goal-Oriented Team

Strategy 1.0: Development of Strategic Plan

- ✓ Strategic planning session for FY 18 held in Summer 2017.
- ✓ FY 18 Strategic Plan developed and approved in October 2017.
- ✓ FY 19 Strategic Plan session held on June 6.
- ✓ Goal teams are meeting and continuing to develop FY 19 Strategic Plan.
- ✓ Received input from all team levels, developed, and deployed the FY 19 plan.

Strategy 1.3: Strategic Plan implementation

- ✓ Summary brochures created, and plan distributed to all engine rooms.
- ✓ Goal teams will be meeting on a monthly basis.
- ✓ Review of strategic plan was added to new employee orientation.
- ✓ Developed action plan to engage Assistant Managers with the strategic plan. Deployed Oct 8, 2018.

Goal 1: Become a Goal-Oriented Team (cont.)

Strategy 1.4: Promote Integrity and Trust

- ✓ Director visits engine rooms quarterly to update frontline staff on key issues and topics.
- ✓ Electronic message boards set up to further department messaging, training, and communication objectives.
- ✓ Department values discussed with all new hires.
- ✓ In response to Civil HR/DA's Office, managers were reminded to consistently check employees for time and attendance. We must treat all employees equally regardless of their performance.
- ✓ Promoting wecare@dallascounty.org (replacing suggestion boxes) to encourage our front line staff to voice their ideas, strategies, enhancement, etc. for the department and the County. With transparency as a top priority, we will provide feedback via email or 1 on 1.

Goal 1: Become a Goal-Oriented Team

Strategy 1.5: Enhance department meeting structure

- ✓ Bi-weekly meetings with senior and middle management staff to review projects, issues, and ensure policies/procedures are followed.

Strategy 1.6: Individual accountability

- ✓ Managers are implementing the job responsibilities of the new Assistant Facilities Managers.
- ✓ Manager has implemented an intra-engine room forum focusing on best practices.
- ✓ Working with our HR Generalist II to ensure all performance issues are dealt with in a consistent manner.

Goal 2: Sound Governance and Fiscal Responsibility

Strategy 2.0: Efficiency in fiscal management processes

- ✓ Established a monthly meeting with Auditor's office and Budget to enhance communication, reduce the number of delinquent invoices, and resolve issues at an early stage.
- ✓ Fiscal Service log-books are now hyperlinked to allow requesters access to the PDF requisition and purchase order. This eliminates the need for printing and hard copies.
- ✓ Staff attended intermediate Excel training, in-house audit code training to ensure all purchase orders created will be properly coded.
- ✓ Reached out to Auditor's Office and completed training on how to properly code purchase orders. This will ensure Auditor's Office will not close purchase orders that were incorrectly coded/at the requisition stage.
- ✓ Ended the year with only 11 outstanding invoices: 6 on hold per manager's request (work not completed), 3 credit memos (waiting) 2 outstanding payments.
- ✓ Created a Budget Brief master list for department.

Goal 2: Sound Governance and Fiscal Responsibility

Strategy 2.1: Effective contract management

- ✓ Maintained contract database to notify of expirations and issues.
- ✓ All renewal contracts are compared to local county and city contracts, have purchasing and facilities department input.
- ✓ All contract receipts are handled through Oracle, whether 2 way or 3 way so that accurate information is available on balances.
- ✓ Several times per year, e-mails are sent out to all supervisors asking for their issues and problems with vendor.
- ✓ **Excel sheet is sent out to all supervisors with all contract or POs requested by Contract Manager. All PO's are receipted in Oracle and show open balances in which fiscal services can check information straight from Oracle.**
- ✓ **Meetings are scheduled with vendors yearly to review performance, if issues arise feedback is given immediately.**

Strategy 2.2: Fiscal accountability

- ✓ Refund of \$496,639.33 through utility billing analysis.
- ✓ Continued the *Budget Tracker* intra-department database.

Goal 2: Sound Governance and Fiscal Responsibility

Strategy 2.2: Fiscal accountability (Cont.)

- ✓ Continued use of the DCFMRmr and DCFMSupplyReq mail portals to streamline the receipt of invoices.
- ✓ Provide management weekly budget report to track expenditures and ensure funds are available.
- ✓ Continue to educate assistant managers on Fiscal Services processes; i.e. quote, invoicing, approval, procurement processing.

Goal 3: Excellence in Customer Service

Strategy 3.0: Listening to the customer

- ✓ FCCB Action Plan meetings have continued, various improvement projects are progressing (handout).
- ✓ Landscaping project at HHS and SWIFS complete. Henry Wade work moving forward.
- ✓ Coordinated with Security to install lockboxes for new program.
- ✓ Cottage renovation project at Wilmer Rehab Center completed.
- ✓ George Allen Jury Room project is complete.
- ✓ New approach to janitorial services.
- ✓ SWIFS systems re-commissioning is 75% complete.
- ✓ Focus on FCCB improvements has continued with our monthly meetings with Judge Givens-Davis.
- ✓ Commissioners Court approved landscape maintenance for several properties, including the Grand Prairie Government Center.
- ✓ Speed bumps installed in the George Allen garage.

Goal 3: Excellence in Customer Service

Strategy 3.0: Listening to the customer (Cont.)

- ✓ Partnering with Records Management to educate Dallas County employees on our current recycling procedures.
- ✓ Landscape improvements made Henry Wade, Letot and Grand Prairie by AquaGreen. Plan to move forward with additional improvements underway with Purchasing.
- ✓ Partnering with Marshals Service to assist Facilities Management with new dispatch hours.
- ✓ Stair project at Old Red/George Allen Garage complete.
- ✓ Assisting the Sheriff's Department with a large scale painting project in the jail. Savings associated with the work performed in-house is \$4 million.
- ✓ Developed a system for appropriate disposal of all flags flown at county buildings.

Goal 3: Excellence in Customer Service

Strategy 3.1: Ensuring customer satisfaction

- ✓ Biannual organization-wide survey for feedback issued for Winter 2018. Results will be evaluated for resolution and information sent to team.
- ✓ Quality Assurance generated work orders through monthly inspections.
- ✓ Biannual survey for Summer 2018 sent to organization. Likert scale modified to remove “neutral” option.
- ✓ Training on standards to all managers and inspectors to ensure consistent application.
- ✓ Provided training to Dispatcher to enhance the customer service experience.
- ✓ Inspectors communicating with customers weekly on various requests.
- ✓ Reducing subsequent requests from customers by escalating the second request to Facility Managers, Assist. Dir., and the Director. The number of subsequent work order requests has been reduced by 30%.
- ✓ 55,000 work orders processed in FY 18.

Goal 3: Excellence in Customer Service

Strategy 3.4: Improve custodial and pest control contract

- ✓ Reflection – All county buildings now have 5 day service (or more).
- ✓ New pest control vendor began on Feb. 1.
- ✓ Enhanced janitorial services by including quality assurance team inspections.
- ✓ Engaged managers to perform janitorial inspections to enhance the “front of the house.”
- ✓ Facility Managers are requested to regularly walk through each of their sites for “front of the house” and janitorial concerns.
- ✓ Managers are now more proactive at identifying janitorial concerns.
- ✓ Weekly mandatory walk through with janitorial services vendor (owner or VP), thus, holding the vendor more accountable.

Goal 3: Excellence in Customer Service

Strategy 3.5: Improve parking garage operations

- ✓ Garage revenues for the first two months of the quarter total \$620,410 (average monthly revenue is \$310,205). This is an increase over last year's revenue of \$290,746 during the same period.
- ✓ Improvements: Updated signage has been added to the Commerce Street entrance. Paint projects are underway.
- ✓ Phase 1 of the garage camera installation project has started at George Allen. Phase 2 at Frank Crowley will begin this summer.
- ✓ Software and hardware upgrades have completed which allows credit card processing at Frank Crowley.
- ✓ Garage revenues for 1Q-3Q are at \$3,098,149. This is an increase over last year's revenue of \$142,000 during the same period.
- ✓ Improvements: Updated signage has been added to the Commerce Street entrance; Paint projects are underway throughout the garages
- ✓ Phase 1 of the garage camera installation project will start at George Allen; Phase 2 will begin at Frank Crowley this fall.
- ✓ **Camera installations in progress at George Allen.**

Goal 4: Set the Standard for Workforce Engagement and Development

Strategy 4.0: Effective recruitment of employees

- ✓ Continued the HR Hotline with pertinent information readily available for prospective employees.
- ✓ Continued pre-screening of applications to ensure quality hires.
- ✓ New hires made: Angel Pena, Gerald Yarbrough, and Carlos Zarazua, Cristian Camacho, Joshua Sanchez, and Shane Hall.
- ✓ New hires: Darius Henderson, Fred St. Amant, and Liz Allen
- ✓ Greg Gray is our Interim Director, Joe Flores is the Interim Assistant Director and Carol Johnson is the Interim Operations Manager.
- ✓ Fil Briones has been promoted from Senior Building Mechanic to Assistant Facility Manager of West Tower.
- ✓ Interview protocol and questions were modified this quarter.
- ✓ New Hires: Cynthia Hernandez, Miguel Arellano, and Justin King
Promotions: William Miller, John Moreno, Carlos Zarazua, Pablin Vela, Joshua Harless, and Daniel Cherry.
- ✓ **Promotions: Fred Williams, James Leyba, and Greg Gray.**
- ✓ **New Hires: Steven Richard, Dadrian Dabbs, David Foster, Julio Aguilon.**

Goal 4: Set the Standard for Workforce Engagement and Development

Strategy 4.1: Ensure competitive compensation

- ✓ Civil Service Commission approved key reclassifications.

Strategy 4.2: Enhance evaluation and improvement systems

- ✓ Employee satisfaction survey issued in June, 73 participants out of 148 employees. We removed neutral from the survey this year to allow participants to answer more directly on if they agree or disagree.

Strategy 4.3: Effective training and development

- ✓ Required manager and supervisor trainings have been completed (Grievance Process and Federal & State Policies/Employment Laws).
- ✓ Developed training curriculum for all 165 positions.
- ✓ Kronos refresher trainer given by Sonya Smith to all managers and assistant managers in February.
- ✓ Harassment training given to all managers on March 21.
- ✓ **Greg Gray, Joe Flores, and Fred St. Amant attended a training with the state related to best practices and compliance in the jail.**

Goal 4: Set the Standard for Workforce Engagement and Development

Strategy 4.3: Effective training and development

- ✓ HR Generalist attended conference in Grapevine on February 1-2. Training was focused on succession planning, recruiting, employee morale and creating a great work culture.
- ✓ Harassment training given to 144 employees out of 151 in July 2018. The other 7 are scheduled for training in August and September.
- ✓ **Attended unemployment hearing orientation on October 2.**
- ✓ **Supervisors generated new tool policy, which includes employee required tools and a process to track county furnished tools.**

Strategy 4.4: Effective Human Resources policies

- ✓ Implemented a mandatory non-slip (brown or black) safety shoe to the dress code policy.
- ✓ Leave & Tardiness policy revised to change scheduled and unscheduled sick and 5 day request for time off.
- ✓ **Employee recognition form created.**

Goal 5: Ensure High Performing Operations

Strategy 5.0: Promoting Organizational Excellence

- ✓ Management team performed a self-assessment to improve in the following areas: leadership, strategic planning, customer focus, workforce development and engagement, operations and measurements, and results.
- ✓ Received Commitment Level recognition from Quality Texas Foundation for efforts to follow best in class management principles.

Strategy 5.1: Process improvement

- ✓ Staff developed enhanced reporting on monthly project status reports that would identify critical projects and their approval status.
- ✓ Conducted pilot study of shift start time at the North Tower Jail to gather performance data for implementation of new schedule.
- ✓ Refocused the data collection and analysis of jail work orders and implemented similar analysis of work orders for the George Allen and downtown campus. We are implementing planned changes and monitoring work order completion efficiency to establish documented improvements (6 am start time in the North Tower is an example).

Goal 5: Ensure High Performing Operations

Strategy 5.1: Process improvement

- ✓ Facility Manager, Ryan Piper has implemented a digital work order practice in the West Tower jail after success in the Kay's South Tower.
- ✓ Further improvements to the water line service process.
- ✓ Organization of Downtown plumber's shop to promote work efficiency.
- ✓ Review with Fleet Operations regarding the time and fuel savings of a new pump location downtown.
- ✓ Improvements made to the accounts payable process (presentation).

Strategy 5.1: Procedures implementation

- ✓ Fred St. Amant and Joe Flores meet weekly with Juvenile and Cook Chill staff to help expedite work requests.
- ✓ We have taken the first steps to establish an Autonomous Maintenance initiative as part of Total Productive Maintenance (TPM). We will further develop this initiative and work to establish the Preventative Maintenance component during 2019.
- ✓ Paint policy developed and will be submitted to Commissioners Court.
- ✓ Access control policy presented to Commissioners Court.

Goal 5: Ensure High Performing Operations

Strategy 5.3: Promote innovation

- ✓ Information session with Bexar County Facilities Department to gain knowledge of best practices implemented in their organization.
- ✓ Staff engineered solution for LED TV installation in Lew Sterrett, \$75k cost savings for County (presentation).
- ✓ Design modification for inmate feeding (pictures).
- ✓ Team is participating in a group project with other counties to promote innovation within the department. Project will focus on internal communication processes.
- ✓ **Facilities Director hosted an update with County Administration and the Alliance for Innovation to review opportunities for improvement.**

Strategy 5.5: Fleet management

- ✓ Continued enforcement of County policies through GPS management.

Strategy 5.6: Assess staffing throughout department

- ✓ Productivity analysis performed for jail facility engine rooms.
- ✓ **Re-organized management duties to focus on facility needs.**
- ✓ **Re-organized QA division to encompass juvenile facilities and janitorial.**

Goal 5: Ensure High Performing Operations

Strategy 5.7: Environmental stewardship

- ✓ 90% of systems using R-22 refrigerant have been replaced countywide with energy efficient systems.
- ✓ Facilities is part of a cross-department team that will review, fulfill regulatory compliance requirements, and improve our impact to the environment (ISO 14001).
- ✓ County-wide vaping policy developed and will be submitted to Commissioners Court.

Strategy 5.8: Supply chain process improvement

- ✓ In efforts to improve annual audits reports, certain locations have begun inventorying and cleaning up their storage areas.
- ✓ Implementation of supply chain process improvement and procedures Updating part number and descriptions on WASP as well as supply bins to have a more accurate inventory and easier re-ordering process.
- ✓ Auditor met with Facilities to review information for the 2018 audit.
- ✓ WASP Inventory Cloud was just released. Staff will be trained on the new program and operational efficiencies should be realized.

Goal 5: Ensure High Performing Operations

Strategy 5.8: Supply chain process improvement (Cont.)

- ✓ Action plan was created to begin inventory tracking on locations outside the supply warehouse.
- ✓ In efforts to improve annual audits reports, certain locations ha
- ✓ **Review process and procedures. All audited areas within Facilities department will soon have access to our inventory software which will include transparency of what is in stock in Fac. Supply warehouse along with ability to track their own inventory.**
- ✓ **Implementation of supply chain process improvement and procedures training for Wasp Inventory Cloud was held Oct 2nd. Facilities will start utilizing this web based software by the end of next quarter.**

Strategy 5.9: Capital Improvement Program

- ✓ Staff has been moving forward with the identified FY 18 improvements.
- ✓ Developed a detailed process to define roles and responsibilities for process projects of various sizes and complexities.
- ✓ Updated the project request form.
- ✓ FY 19 CIP plan approved by Commissioners Court.
- ✓ **FY 18 CIP projects were completed or are in progress (presentation).**

Goal 5: Ensure High Performing Operations

Strategy 5.10: Enhance space utilization of County facilities

- ✓ All new buildings and remodeling projects are being planned with the established standards.
- ✓ Sold 899 Stemmons Freeway Building for \$8.1m.
- ✓ Space standards utilized for new Pre-Trial Services location.
- ✓ Acquired 6820 LBJ Freeway for a new North Dallas Government Center.
- ✓ Acquired 8800 S. Polk St. for a new South Dallas Government Center.
- ✓ Lease agreement for relocation of CSCD from Frank Crowley.
- ✓ **Bond Desk project approved by Commissioners Court.**
- ✓ **District Clerk Frank Crowley 2nd Floor project approved and will create work efficiencies for operations.**
- ✓ **Focus for FY 19 is improvements to Juvenile Services properties, including Youth Village.**

Goal 6: Ensure Workplace Safety and Emergency Preparedness

Strategy 6.0: Catastrophic events action plan

- ✓ Prepared for and participated in the George Allen evacuation drill.
- ✓ Action plan developed for all engine rooms.
- ✓ Evacuation training and walk-throughs conducted on all engine rooms.

Strategy 6.1: Enhance the workplace safety program

- ✓ Drinking water quality testing program continues.
- ✓ CPR training and certification was completed; 95% of employees were certified in Adult CPR, First Aid, and AED use.
- ✓ Injury metrics presentation
- ✓ Annual water quality testing commenced.
- ✓ Active Shooter Training with Marshals Service on August 1 with the entire department to be completed by the end of September.
- ✓ Lift belts incorporated into safety policy.
- ✓ **Active shooter training in progress. Over 120 employees have attended so far.**

Goal 6: Ensure Workplace Safety and Emergency Preparedness

Strategy 6.2: Continue to address ADA issues

- ✓ The ADA Phase 1 corrective projects completed.
- ✓ ADA Advisory Committee held quarterly meeting on January 29.
- ✓ Emergency egress signage installation installed in high-rise buildings.
- ✓ Installation of Priority 1 corrections of the George Allen courtroom doors scheduled for Sept.
- ✓ **The ADA correction for 23 courtroom doors on the (old) west wing of George Allen has begun.**

Strategy 6.3: Effective storage tank program

- ✓ George Allen and North Tower's underground storage tanks were inspected in December by the TCEQ for compliance.
- ✓ George Allen underground storage tank bid opens on May 3.
- ✓ All tanks registered for 2018.
- ✓ Met with departments to review PST program conducted on July 16.
- ✓ GA UST replacement contract awarded.
- ✓ **Kick off meeting for GA UST complete. Construction to begin in Nov.**

Goal 7: Effective Communication

Strategy 7.0: Enhance branding opportunities

- ✓ Promotion of film program: In November, first filming at Grand Prairie Government Center with Yumi Production.
- ✓ CNN Heroes at Café Momentum; Jarrett Creative Inc. at SWIFS; Horbuckle Photography - Library Photo Shoot; Maroon Spirits at JFK Memorial; David Vanderveer at George Allen Jail

Strategy 7.1: Catalyze team focused culture

- ✓ On December 20, the Employee Appreciation Luncheon was held with a participation of almost 100 staff members.
- ✓ Teambuilding events included cook outs and luncheons.
- ✓ Jorge Garcia won the department Fantasy Football league.
- ✓ Event held to recognize staff for contributions for the TCJS inspection.
- ✓ Partnered with a local church to assist a Dallas County employee and their family with food and financial assistance during Christmas.
- ✓ Continue to promote the DCFM Food Pantry Program. Several employees have been helped this period due to illness and hardship.
- ✓ Team building lunch held on March 30.
- ✓ Employee appreciation luncheon held.
- ✓ **Quarterly team luncheons held.**

Goal 7: Effective Communication

Strategy 7.2: Effective recognition programs

- ✓ Three employees received Employee of the year.
- ✓ Joe Flores was recognized for his 35 years of service.
- ✓ Passion for customer service.
- ✓ New Recognition Committee members selected for 2018.
- ✓ Perfect attendance recognition program developed and ready for deployment next quarter.
- ✓ Pizza party held for no workers comp injuries across the department.
- ✓ DCFM annual luncheon funding approved and date set for Dec 12.
- ✓ Quarterly awards by the Employee Recognition Committee (presentation).

Strategy 7.3: Enhance communication and transparency

- ✓ Regular email informational to staff on items, including: policies and procedures, new hires, promotions, etc.
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Discussion