

Facilities Management

FY 15 Strategic Plan – Quarter 4 Results

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

October 14, 2015

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 & Development*
- Goal 5: *Ensure High Performing Operations*

Goal 1: Become a Goal-Oriented Team

Strategy 1.0: Strategy and action plan development

- ✓ Completed a department SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) and a Baldrige performance audit.
- ✓ Initiated a county-wide survey for feedback.
- ✓ Facilitated planning sessions to establish strategic objectives.
- ✓ Established quarterly meetings with County Leadership for reporting out results and receiving guidance on initiatives.
- ✓ Quotes received for a facilitated FY 16 Strategic Plan update in July.
- ✓ Developed a strategic planning system and process for FY 16
- ✓ Held a facilitated team session to review status of FY 15 and ascertain strategic challenges and advantages.
- ✓ Reviewed feedback from key stakeholders and customers for input into strategic objectives for FY 16.
- ✓ **FY 16 Strategic Plan developed.**

Goal 1: Become a Goal-Oriented Team

Strategy 1.1: Effective use of resources to achieve strategy

- ✓ Consideration given during the strategic planning process for the necessary variables needed to accomplish objectives.
- ✓ Utilizing Balanced Scorecard Criteria (customer perspective, training required, budget needed, necessary processes) to accomplish goals.

Strategy 1.3: Development of Mission, Vision, Values

- ✓ Established M, V, V through a professionally facilitated team event.
- ✓ Created “On the Spot” program to reinforce department mission and above and beyond performance.
- ✓ Distributed the M,V, V to each engine room and office.
- ✓ Reviewed M, V, V during planning session and discussed the need to update them for FY 16.
- ✓ Framed posters of M, V, V were placed in each engine room.
- ✓ Advocacy of *Values* during Q4: Respect and Accountability.
- ✓ Placement of the mission statement within the email signature.

Goal 1: Become a Goal-Oriented Team

Strategy 1.4: Promote Integrity and Trust within the department

- ✓ Development of a Director-led outreach campaign to update maintenance staff on key focus areas and approved budget items.

Strategy 1.5: Establish department meeting structure

- ✓ Established a regular monthly management team meeting.
- ✓ Developed a “peer to peer” meeting for supervisors.
- ✓ Established a regular senior leadership team meeting.

Goal 1: Become a Goal-Oriented Team

Strategy 1.6: Catalyze team focused culture

- ✓ Created email accounts for all employees to disseminate information.
- ✓ Launched a focus team to design new uniforms.
- ✓ Appreciation “Christmas” luncheon held for all employees.
- ✓ Implementation of a suggestion box system for internal feedback.
- ✓ Department contributed to charitable purpose (Veterans Services). Donated approximately \$1,800.00.
- ✓ Participated in “can food drive” with other departments.
- ✓ New uniforms fitted and scheduled for distribution.
- ✓ Appreciation breakfast held for all employees on April 9.
- ✓ Employee newsletter program developed and implemented.
- ✓ Enhanced the “suggestion” box program to a “proposal” box system.
- ✓ Department raffle events launched to positively impact morale.
- ✓ Department Fantasy Football league launched with prizes.
- ✓ Regular email informationals to employees on items of interest.

Goal 1: Become a Goal-Oriented Team

Strategy 1.6: Catalyze team focused culture

- ✓ Site visits to all engine rooms to update on department initiatives.
- ✓ Memorial Day luncheon for team members who served.
- ✓ Quarterly “spend a day with management” program launched.
- ✓ Facilities Management webpage launched.
- ✓ Outreach to staff during August with “Thank you” cookie baskets and new lanyards.
- ✓ Standardization of communication: Ms. Harold proof-reads new policies and procedures, email broadcasts, and information to staff, including: new hires, promotions, vacancies, rewards, policies and procedures, and other various announcements.

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

Strategy 2.0: Efficiency in fiscal management processes

- ✓ Established a Fiscal Services division within the department.
- ✓ Consolidated intradepartmental purchasing and accounting functions.
- ✓ Partnered with Purchasing and Auditor staff to promote best practices.
- ✓ Identified and developed contracts that simplify purchasing processes.
- ✓ Cross-trained staff (dispatcher) to assist with requisition process.
- ✓ Review of Fiscal Services staff procurement functions to align with the principles and goals established during Lean training.
- ✓ New clerk position approved by Commissioners Court.
- ✓ Implementation of “3-way” invoice matching in the Oracle system in coordination with the Auditor and Purchasing.
- ✓ Aligned department processes for tools/equipment that need to be briefed to adhere to the new Commissioners Court (anything \$50+).

Strategy 2.1: Partnership and outsourcing effectiveness

- ✓ Process improvements and procurement of projects realized within much shorter timeframes (special thanks to Dan Garza).
- ✓ Moving forward with innovate “vending machines” for tools and parts.

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

Strategy 2.2: Promote leadership accountability

- ✓ Developed a supervisor evaluation feedback form to be completed by employees that reflects impartial input regarding performance.
- ✓ Employee satisfaction survey developed and distributed to employees.
- ✓ Supervisor training was developed to apply lessons learned from employee feedback. Trainings developed to date, include: “Conflict Management” and “Effective Communication” training.
- ✓ Introductory Leadership Systems presentation to management.

Strategy 2.3: Establish and enhance Operations Team

- ✓ Reviewed other organizations for ideas and best practices.
- ✓ Created necessary environmental enhancements on 9th floor, including: furniture enhancements, alignment of personnel, etc.
- ✓ Established centralized human resources for department.
- ✓ Reclassifications approved by Commissioners Court to align duties with compensation.

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

Strategy 2.4: Create a workplace safety program

- ✓ Created safety supervisor position.
- ✓ Implemented a safety compliance program.
- ✓ Required safety and asbestos training for employees.
- ✓ Hazardous Communication System training initiated and completed.
- ✓ Trained with TCEQ on best practices for storage tank programs.
- ✓ Defibrillator, CPR, and First Aid training developed and launched.
- ✓ Continued “Personnel Protective Equipment” training: facial wear, gloves, hearing and shoe wear.
- ✓ Partnering with Security to locate and map all defibrillators in county.
- ✓ ADA Advisory Committee initial meeting held August 26. Criteria for prioritizing the accessibility corrections needed (on facilities) have been identified.

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

Strategy 2.7: Development of a Master Facilities Plan

- ✓ Developed a scope of services for project (after the Building Study Committee completes its work).
- ✓ Building Study Committee made recommendations to move forward.
- ✓ Staff implementation plan created.
- ✓ 2 of 3 court orders approved by Commissioners Court.
- ✓ Planning and review of facilities is underway. Expected final completion for presentation is April.

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

Strategy 2.8: Develop a Capital Improvement Program

- ✓ Updating building profiles and needs assessment.
- ✓ Additional sub-phases of Schneider Electric contract reviewed
- ✓ Necessary capital improvements submitted for FY 16.
- ✓ Scope of services created for third party condition assessment.
- ✓ Commissioners Court approved the work order. Property condition assessments are underway to create profiles of each facility.
- ✓ Scope of services developed for the final work order and ready for Oct. 20 agenda.

Strategy 2.9: Enhance space utilization in County facilities

- ✓ Building Study Committee made recommendations to update space standards and review for best practices and workplace strategies. Work order under development.
- ✓ Commissioners Court approved the work order. Space standards and workplace strategies review launched. New countywide standards to be proposed in January.
- ✓ Old Red reprogramming approved by Commissioners Court.

Goal 3: Excellence in Customer Service

Strategy 3.0: Listening to the customer

- ✓ Front line employee training developed with HR.
- ✓ Action Plan developed for FCCB with stakeholder input.
- ✓ Enhanced partnership opportunities with Dallas Film Commission and Texas Film Commission.

Strategy 3.1: Ensuring customer satisfaction

- ✓ Established biannual organization-wide surveys for feedback.
- ✓ Reviewed survey feedback for improvement opportunities.
- ✓ 3rd Quarter survey launched and feedback analyzed.
- ✓ Customer survey revised to include parking garage operations.
- ✓ Skilled Support Team held a 45 day customer satisfaction competition between the trades, winning team received prizes

Strategy 3.2: Relationship management

- ✓ Name tags developed and deployed.
- ✓ “Customer service card” developed and deployed.

Goal 3: Excellence in Customer Service

Strategy 3.3: Upgrade work order system

- ✓ Completed upgrade of FAMIS for jail facilities.
- ✓ Procured work order system for downtown facilities.

Strategy 3.4: Improve contract custodial services

- ✓ Recommendations sent to Purchasing for contract improvements, including 5 day service.
- ✓ Initiated vacuum and cleaning program for judges.
- ✓ Started new test program at FCCB with day porter assignments.
- ✓ 5 day service and updated specifications approved.
- ✓ **New contract compliance inspector hired.**
- ✓ **Added the judge's garages to the janitorial contracts at George Allen and Frank Crowley to assist with cleaning.**
- ✓ **First phase of power washing of the parking garages completed.**

Goal 3: Excellence in Customer Service

Strategy 3.5: Improve effectiveness of pest control services

- ✓ Developed access to contractor work order system to help staff better monitor when a request is to be serviced, when a request is complete, and also allows staff to make schedule changes.
- ✓ Staff has sealed entry holes in buildings as a control method.
- ✓ The pest control contractor assessed the situation at Frank Crowley and added more bait stations surrounding the buildings and garages. Contractor is onsite 8 hours a day.

Goal 4: Set the Standard for Workforce Engagement and Development

Strategy 4.0: Improve recruitment processes

- ✓ Developed a standardized interview questionnaire and protocol procedure for all supervisors.
- ✓ Quality control screening of all applicants by Ms. Harold.
- ✓ New Facilities employee orientation launched.
- ✓ Attended 2 career fairs to promote Facilities Management.
- ✓ Co-hosted recruitment event with the Sheriff's department.
- ✓ **Career Fair with Richland College on October 28.**
- ✓ **Focus on Results: Fourteen positions have been filled over the past 3 months. Ms. Harold continuously screens applications and quality checks the interview processes to ensure the best candidates are hired.**

Goal 4: Set the Standard for Workforce Engagement and Development

Strategy 4.1: Ensure competitive compensation

- ✓ Reviewing shift pay as an option to better recruit candidates.
- ✓ Benchmarking compensation for all maintenance positions.
- ✓ Reclassified all grades 7 to 8, and reclassified all grades 9.1 to 10 to promote vertical progression.
- ✓ Implemented employee reimbursement of continuing education/required licensing fees, including policy.
- ✓ Phase 1 of 2015 department reclassifications approved and processed. Phase 2 was approved by Commissioners Court and awaits HR review.
- ✓ Focus and reviews to improve application cycle time for HR's compensation analysis has shown small improvements.

Strategy 4.2: Create performance system and support processes

- ✓ Centralized employee file system created.

Goal 4: Set the Standard for Workforce Engagement and Development

Strategy 4.3: Develop and sustain a recognition program

- ✓ Launched employee-driven quarterly recognition program.
- ✓ New selections for employee committee (generation 2) completed.
- ✓ Commissioners Court approved enhanced DDA funding which will help further the program.
- ✓ “Accident free” recognition: lunch bags for engine rooms that are accident free.
- ✓ New award created for employees who work above and beyond to complete a project. Example: Team worked for 2 days on a power failure issue/shut down at George Allen.
- ✓ Recognized employees are included on webpage, newsletter and now are also submitted as employees of the month nominees to Commissioners Court.

Goal 4: Set the Standard for Workforce Engagement and Development

Strategy 4.4: Create learning and development opportunities

- ✓ Developed a schedule with TMAC to create standardized training and process mapping for professional growth.
- ✓ Provided diversity/harassment training to all employees.
- ✓ Specifically designed customer care course for all employees deployed during May and June.
- ✓ Introductory training with consultant for implementation department management system framework.
- ✓ 13 employees received “Train the Trainer” instruction from TMAC.
- ✓ Centrifugal Pumps training provided by National Technology Transfer.
- ✓ **2nd NTT training for boilers held on Sept 22-24.**

Goal 5: Ensure High Performing Operations

Strategy 5.1: Optimal process design

- ✓ Held a two day process mapping exercise to include Facilities, Audit, and Purchasing. Developed a process map that reduces procurement cycle time by 75%.
- ✓ Improvements made in furtherance of a procurement process review. Additional items, including threshold \$ of items needed for briefing, which add significant time to the process continue to be worked on.

Strategy 5.2: Measurement and analysis

- ✓ Reviewed department budget and output data with CBRE's global facilities management division for best practice opportunities and baseline beginning for metrics implementation.

Goal 5: Ensure High Performing Operations

Strategy 5.3: Capacity for innovation

- ✓ First outreach with other county facility departments (Bexar).
- ✓ Created a staff best practices committee (BPC).
- ✓ Initial quarterly innovation competition (QIC) launched.
- ✓ BPC reviewed a private sector company's customer service practices to bring back "best practices" to Dallas County.
- ✓ Assistant Administrator appointed to Malcolm Baldrige National Board of Examiners (significant access to best practices information).
- ✓ 3rd Quarter QIC results included a submission that realized \$20k in cost avoidance for the County.
- ✓ 4th Quarter QIC results.

Goal 5: Ensure High Performing Operations

Strategy 5.4: Process improvement

- ✓ Received feedback on areas that are in need of improvement.
- ✓ Initiated services with TMAC for facilitated improvement projects.
- ✓ First Lean training for all management team in February.
- ✓ Six Sigma training for 2 employees in May and project launches.

Strategy 5.5: Accountable key management

- ✓ Joint review with Security of all locks in FCCB and GA.

Strategy 5.8: Environmental stewardship

- ✓ Improved infrastructure and promoted energy conservation through Energy Performance Contract
- ✓ Outreach program to educate jurors of conservation initiatives.
- ✓ Chillers at 411 Elm St. replaced with energy efficient system.
- ✓ Underground storage tank program transferred from ASC to Facilities.
- ✓ **Underground storage tanks identified and certified with TCEQ.**
- ✓ **Postings and documentation aligned with TCEQ guidelines.**
- ✓ **Above ground storage tanks identified and require certification.**



Goal 5: Ensure High Performing Operations

Strategy 5.9: Equipment management and replacement

- ✓ Scope of services created for 3rd party condition assessment and inventory of equipment.
- ✓ **Work order to assist with inventory, tracking, and replacement of equipment on Oct. 20 Commissioners Court agenda.**

Strategy 5.10: Enhance inventory and parts supply

- ✓ Cross functional team assembled to review process.
- ✓ Mapping of all processes and design of new process underway.