Facilities Management
FY 17 Strategic Plan – Quarter 4 Results

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

October 4, 2017
Overview

• Goal 1: Become a Goal-Oriented Team
• Goal 2: Promote 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
Goal 1: Become a Goal-Oriented Team

**Strategy 1.0: Development of Strategic Plan**
- Funding for annual strategic plan session approved on 3-21 agenda.
- Strategic planning session for FY 18 held on June 28.
- Final draft of FY 18 Strategic Plan developed

**Strategy 1.3: Strategic Plan implementation**
- Summary brochures created, and plan distributed to all engine rooms.
- Goal teams meeting on a monthly basis.
- Strategic Planning Analyst and the Director meet with engine rooms to update on strategic planning information.

**Strategy 1.4: Deployment of Mission, Vision, Values**
- Informationals and branding materials sent to employees to promote and encourage Values.
Goal 1: Become a Goal-Oriented Team

**Strategy 1.5: Promote Integrity and Trust**
- Continuation of the “peer to peer” meeting group with supervisors.
- Director held a Town Hall Meeting and luncheon on March 31.
- Town Hall meeting held on June 30.
- Town Hall meeting held on September 27.
  - Employee satisfaction survey discussed, including comments
  - Facilities Management demographics reviewed

**Strategy 1.6: Enhance department meeting structure**
- Bi-weekly meetings with senior and middle management staff to review projects and ensure policies/procedures are followed.
- Established policy that all internal meetings must have an agenda.
Goal 2: Promote Leadership, Sound Governance, and Fiscal Responsibility

*Strategy 2.0: Efficiency in fiscal management processes*

- Fiscal Services Team met with Budget, Purchasing, and the Auditor’s Office to further define the procurement process.
- Initiated a SharePoint site for the Fiscal Service Team.
- Met with Purchasing Director to discuss procedures for emergencies.
- Briefing threshold for Facilities cap increased to $3000.
- Monthly meeting with Budget.
- Implemented first internal audit.
- Partnership with Auditor Director to improve key processes.
- Coordination to perfect the CAFR Report.
- The Fiscal Services Division assisted in the cleanup and closure of over old encumbrances.
- Reduced non-compliant purchases by enforcing purchasing guideline
Goal 2: Promote Leadership, Sound Governance, and Fiscal Responsibility

**Strategy 2.1: Effective contract management**
- Formal process in place for the administration of key contracts.
- Successful contract transition to new garage management vendor.
- Established Excel spreadsheet with all key contract information to promote better management.
- Newly implemented requisition process allows for a thorough review through Contract Management prior to Purchase Order issuance.

**Strategy 2.2: Fiscal accountability**
- Created a Budget Tracker.
- Implemented the full use of the DCFMRmr and DCFMSupplyReq mail portals to streamline the receipt of invoices.
- 426 Invoices from Auditors processed as of June 16.
- 111 Pick up POs processed as of June 16.
- Processed 395 requisition as of June 16.
- Forecasted FY18 Quarter 1 needs, which includes standard work orders and any approved projects.
Goal 3: Excellence in Customer Service

**Strategy 3.0: Listening to the customer**

- FCCB Action Plan meetings have continued, various improvement projects are progressing.
- Landscaping project complete at George Allen, Frank Crowley work will complete in April.
- Uniform laundry service developed for maintenance staff.
- Enhancing the flooring at FCCB throughout building.
- Renovating cottages at Wilmer Rehab Center.
- Developed plan to address issues at SWIFS.
- Continued with Frank Crowley Action Plan.
- Commissioners Court approved re-commissioning of SWIFS.
Goal 3: Excellence in Customer Service

**Strategy 3.1: Ensuring customer satisfaction**

- Biannual organization-wide survey for feedback received in February.
- Survey results reviewed and improvements from feedback made as needed. Overall satisfaction with services maintained.
- Dispatch clerk (customer relations) hired.
- Broadcast procedures developed for a consistent format and easy to read message.
- Summer customer survey results received.
- Employee survey results evaluated. Results sent out to all employees.
Goal 3: Excellence in Customer Service

**Strategy 3.4: Improve custodial and pest control contract**
- Purchasing is working on the RFPs to restore 5 days service and upgrade the specifications in the buildings outside of downtown.
- Successful transition to new pest control vendor.
- RFP for services to the outlying buildings has been awarded (restores 5-day service)
- Current pest control contract will not be extended.

**Strategy 3.5: Improve parking garage operations**
- Power-washing to start October 2017
- Restriping of George Allen garage by parking operator moved forward in September.
Goal 4: Set the Standard for Workforce Engagement and Development

**Strategy 4.0: Effective recruitment of employees**

- Continued the HR Hotline with pertinent information available for prospective employees.
- Continued prescreening of applications to ensure quality hires.
- Key hires made: Director, Fiscal Services Manager, Operations Manager, Dispatcher.
- Attended job fair at North Lake College on 3-31.
- Attended Job Fair at TWC Southwest Center in May 2017.
- Discussions held with Orion Talent (military recruiting agency).
- Five promotions, 2 retirees, 1 employee passing in Quarter 3.
- Joe Flores, who has been with the county over 30 years, is now the Quality Improvement Manager.
- Eric Taylor was promoted to Supervisor for West Tower.
Goal 4: Set the Standard for Workforce Engagement and Development

**Strategy 4.0: Effective recruitment of employees**

- During this quarter we have hired 4 new hires: 3 Maintenance Technicians and 1 Building Mechanic.
- Three internal promotions: Erick Taylor, Kevin Pitner and Eddie Andrews.
- Attended job fair at TWC Mesquite and two new hires were found from this fair despite having a low turnout in attendance for applicants attending the job fair.
- New interview process implemented: Panel composed of Director, Assistant Director, HR Coordinator and Supervisor to interview all positions.
- Interview Panel gives feedback to all non-selected candidates on how to better prepare for future openings.
- Number of open positions reduced to 3.
Goal 4: Set the Standard for Workforce Engagement and Development

**Strategy 4.1: Ensure competitive compensation**
- Initiative underway to update job descriptions and reclassify employees whose duties have evolved.
- On May 2, Commissioners Court approved a review for the reorganization of Facilities Management.
- Revised job descriptions to be considered by Civil Service.

**Strategy 4.2: Enhance evaluation and improvement systems**
- 134 respondents took the employee satisfaction survey compared to only 57 respondents last year.

**Strategy 4.3: Effective training and development**
- Required manager and supervisor trainings have been completed (Grievance Process and Federal & State Policies/Employment Laws).
- Communication training held to improve interpersonal communication and presentation skills.
Goal 4: Set the Standard for Workforce Engagement and Development

*Strategy 4.3: Effective training and development*

- Several employees participated in ISO training to assist with standardization of key processes.
- Technical trainings approved to improve knowledge base and service delivery: NEC 70 electrical systems, specialty equipment (ice machines), centrifugal pump training, session on bearings and lubrications, class on chiller operations, and engagement in the IFMA Credential Program.
- Charles S. and Sandeep K. attended accessibility standards workshop.
- 3 NTT classes with 36 staff completed training for bearing and lubrication, chiller operations and centrifugal pumps.

*Strategy 4.4: Management accountability*

- Two of the management trainings required by Commissioners Court were completed in Quarter 3: Corrective Action and Federal & Employment Law Policies and Procedures.
- 360 Feedback Surveys were distributed August 25 and results will be compiled for Director to review with supervisors.
Goal 5: Ensure High Performing Operations

**Strategy 5.0: Promoting Organizational Excellence**

✓ Implemented a series of trainings to reinforce Performance Excellence (Baldridge and Texas Award for Performance Excellence standards).

**Strategy 5.1: Process improvement**

✓ Lean Six Sigma training for 1 employee was held in Quarter 1.
✓ Two new Kaizen projects completed.
✓ Lean Six Sigma project to address utility bill payment process complete.
✓ Lean Six Sigma training for 2 employees was held in Quarter 3.
✓ Project launched to streamline access and organization of over 10,000 construction documents of County owned/leased buildings.
✓ Implementation of improvements to jail escort/work order process.
✓ Created a project request form with plan to deploy in FY 18 Quarter 1.
✓ Reviewing current processes of inventory storage at remote locations.
✓ Development of a Yellow Belt in-house LSS training program
✓ Implemented team to update on process improvement projects on a monthly basis and steer future projects.
Goal 5: Ensure High Performing Operations

**Strategy 5.2: Standard operating procedures and measurements**

**Strategy 5.3: Promote innovation**
- Innovation Award Program launched on March 17 (using DDA).
- In discussions with the Bexar County Facilities Management team to exchange best practices and improvement ideas.
- Project Management team computers now installed with Bluebeam, a software for efficient design and construction workflows.
- Staff attended Texas Public Owner’s Conference in July 2017 and interacted with local governments to compare trends and challenges.
- Information session with Bexar County Facilities Department to gain knowledge of best practices implemented in their organization.
Goal 5: Ensure High Performing Operations

**Strategy 5.4: Accountable key management**
✓ Policy implemented and actively enforced.
✓ Vehicle safety policy deployed to staff.
✓ Mobile device use policy implemented.

**Strategy 5.5: Vehicle assessment**
✓ Seven new vehicles assigned to replace old vehicles.
✓ Policy implemented to assign new vehicles to frontline staff.

**Strategy 5.6: Assess staffing throughout department**
✓ Staff allocation reviewed for appropriate distribution of personnel.
Goal 5: Ensure High Performing Operations

Strategy 5.7: Environmental stewardship
✓ All systems using R-22 refrigerant have been replaced countywide with energy efficient systems.

Strategy 5.9: Establish a preventative maintenance program
✓ Through a reorganization, team identified to lead oversight of preventative maintenance.

Strategy 5.10: Capital Improvement Program
✓ Received proposal to update and add several buildings to the Capital Improvement Program.
✓ Commissioners Court approved FY 18 maintenance and capital replacement needs.
✓ Strategy 5.11: Enhance space utilization of County facilities
✓ In-house construction projects have utilized new space standards.
✓ Design for Records Building renovation and SDGC include the newly adopted standards.
Goal 6: Ensure Workplace Safety and Emergency Preparedness

**Strategy 6.0: Effective emergency preparedness**
- Emergency egress signage installation installed at HHS.
- Facilities Management has representatives on the Active Shooter Steering Committee.

**Strategy 6.1: Enhance the workplace safety program**
- Drinking water quality testing implemented.
- Injury metrics for calendar year 2016 show 50% of injuries are related to the hand.
- Personal Protection Equipment Policy distributed 3-31.
- Glove and eye protection policy incorporated with the uniform policy.
- Gloves and safety glasses distributed to employees to reduce hand injuries.
- 121 Facilities employees attended and were certified in adult CPR/AED/First Aid.
- Rubber boots purchased for employees.
Goal 6: Ensure Workplace Safety and Emergency Preparedness

**Strategy 6.1: Enhance the workplace safety program**
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**Strategy 6.2: Continue to address ADA issues**

- The ADA Phase 1 project is out for bid. Corrections involve adjusting door locations, relocating walls to gain ADA free clearance maneuvering space, and lowering sidewalks.
- The ADA Phase 2 survey assessments are completed. Consultant has identified the deficiencies in these buildings and forwarded a proposal for the correction design services.
- ADA Advisory Committee held quarterly meeting in April.
- Phase 1 buildings - Priority 1 design drawings were bid out and funding approved.
- Emergency egress signage for downtown facilities ok’d on June 20.
- ADA Advisory Committee held quarterly meeting on August 14.
- Panoramic Circle ADA enhancement complete in August 2017.
Goal 6: Ensure Workplace Safety and Emergency Preparedness

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

- Specifications for the George Allen underground storage tank have been developed and delivered to Purchasing for solicitation.
- Three underground fuel storage tank state inspections occurred in Quarter 3.
- Two state inspections occurred in Quarter 4: R&B 4 and R&B 1 both received letters of compliance.

**Strategy 6.4: Expand quality control to all facilities**

- Creation of an enhanced quality assurance structure within the department to function as ‘third party "quality auditor of worked performed.
- Outline of inspection criteria developed.
- Implemented QA inspections for all County buildings generating 315 work orders in August 2017.
Goal 7: Effective Communication

**Strategy 7.0: Enhance branding opportunities**
- Promotion of film program: Safe Haven Productions project, and a Catalyst Content production.

**Strategy 7.1: Catalyze team focused culture**
- Facilities Management donated items to the Food Pantry.
- Employee luncheon held in December; awards included 2 TVs, Firesticks, speakers, gift cards, and a grill set.
- Participated in Heart Healthy Initiative, Smoking Cessation with Parkland Hospital in March.
- Developed the "Each 1, Help 1." This fund is to assist our frontline staff who may need financial assistance during LOA, FMLA or a family emergency.
- Delivered over 204 lbs of food to the North Texas Food Bank.
- Employee appreciation luncheon will be held on June 30.
- Scrap and unused material removed from Lew Sterrett Basement to improve and professionalize workspace. Improved lighting to follow.
Goal 7: Effective Communication

**Strategy 7.1: Catalyze team focused culture**
- Cell phone antennas installed at Lew Sterrett and George Allen basements to improve reception. This aids in techs being notified for emergencies and work orders.
- Team collected personal items and donated 500 pounds of food to the Hurricane Harvey devastation. Staff also set up 200 cots for Loos Stadium shelter operations.

**Strategy 7.2: Effective recognition programs**
- Quarterly recognition awards were presented at Town Hall to 17 employees, followed by an appreciation luncheon on September 27.

**Strategy 7.3: Enhance communication and transparency**
- Regular email informationals to staff on items.
- Informational monitor placed in North Tower basement.
- Recognition emails sent to congratulate Employee of the Month selectees.
- Employee satisfaction survey discussed during September 27 Town Hall, including Q&A.
Discussion