

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.
- ✓ Five internal promotions: Spenser Johnson, Ryan Bradford, Andrew Parker, John Franks, and Michael Gardner, Attended Texas Workforce Commission job fair on 2-21.
- ✓ 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 (Baldrige 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

- ✓ Operations Manager completed ISO 9001 Training in August 2017.

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

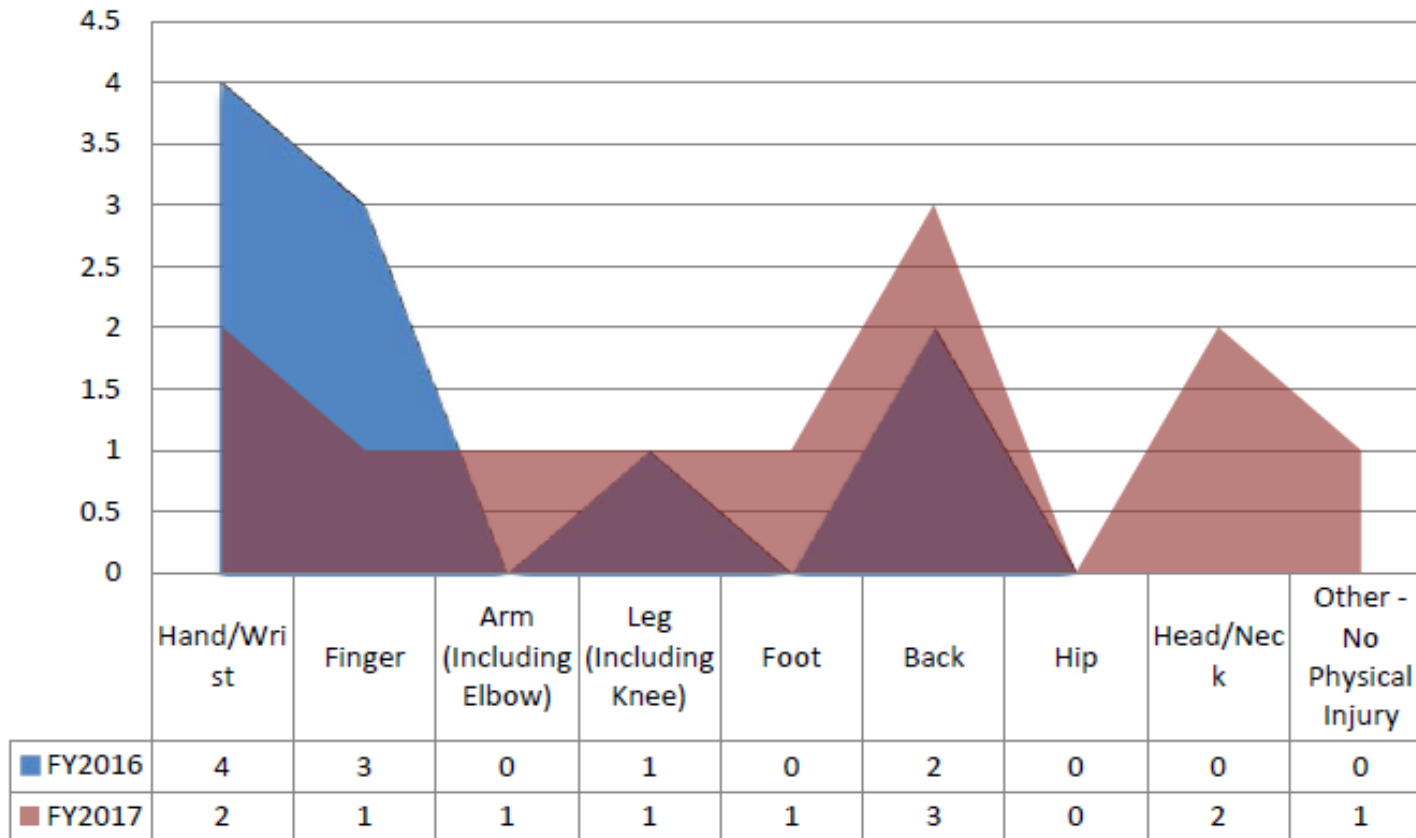
- ✓ Drinking water quality testing implemented.
- ✓ Injury metrics for calendar year 2016 show 50% of injuries are related to the hand.
- ✓ Personal Protection Equipment Policy distributed 3-31.
- ✓ Glove and eye protection policy incorporated with the uniform policy.
- ✓ Gloves and safety glasses distributed 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

Daniel Cherry

Strategy 6.1: Enhance the workplace safety program

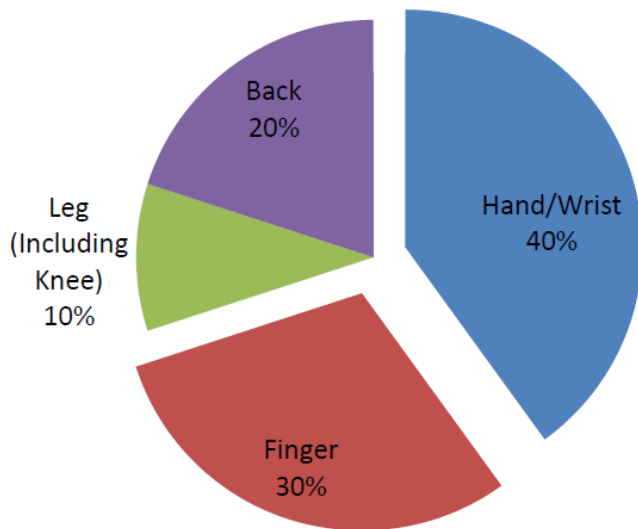
FY 2016/2017 Comparison



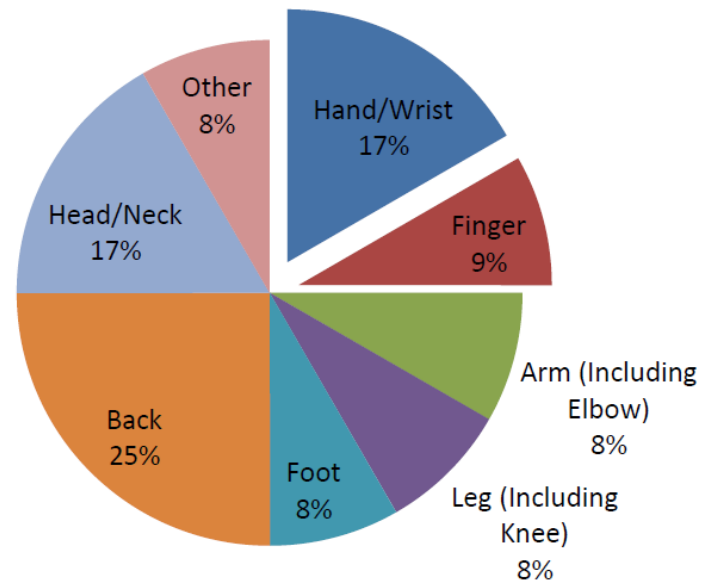
Goal 6: Ensure Workplace Safety and Emergency Preparedness

Strategy 6.1: Enhance the workplace safety program

FY2016



FY2017



Goal 6: Ensure Workplace Safety and Emergency Preparedness

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