

Facilities Management

FY 19 Strategic Plan – Quarter 4 Results

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

December 4, 2019

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: Goal-Oriented Team

Strategy 1.0: Development of FY 20 Strategic Plan

- ✓ Phase 1 of planning complete with e-mail sent to all staff.
- ✓ Annual planning session scheduled. Representatives from the department will develop focus areas for FY 20.
- ✓ **FY 20 Strategic Plan developed.** Greg

Strategy 1.1: Evaluation and input for strategic objectives

- ✓ Managers meet with Director bi-weekly.
- ✓ Regular meetings with other departments and Commissioners Court to identify short and longer-term objectives for FY 20 plan.

Strategy 1.2: Establish strategies, actions, and team leaders

- ✓ FY19 Strategic Plan approved and team leaders selected.
- ✓ **FY 20 Strategic Plan team leaders selected.** Greg

Goal 1: Goal-Oriented Team

Strategy 1.3: Strategic Plan implementation and deployment

- ✓ Goal leaders are deploying FY19 strategies to their teams.
- ✓ Goal leaders are deploying FY 20 strategies to their teams. Carol

Strategy 1.4: Promote Integrity and Trust within the department

- ✓ Ensure consistency is applied in disciplinary actions. Mediate at lowest level to prevent issues from escalating.

Strategy 1.5: Enhance department meeting structure

- ✓ Continued bi-monthly leadership meetings with action-focused agendas.
- ✓ Director is engaging with staff through regular walkthroughs to understand the pulse of the department.

Goal 2: Practice Sound Governance and Fiscal Accountability

Strategy 2.0: Efficiency in fiscal management processes

- ✓ Fiscal Services has been provided Adobe Pro to continue to streamline our process and develop our green footprint.
- ✓ Process improvements in Fiscal Services has led to decreased meetings with Auditors (from monthly to bimonthly).
- ✓ Fiscal Services processed 449 invoices for Quarter 2.
- ✓ Weekly reporting of the department budget allows department to better budget projects and daily requests.
- ✓ Due to process improvements within the department, and prompt response to auditor's requests, bi-monthly meetings have been cancelled.
- ✓ Develop procedures and train personnel to ensure efficiencies and budget control.
- ✓ Training conducted with managers on electronic receipting.
- ✓ **Informative session conducted for managers regarding the new countywide AP process; addressed any questions or concerns.** Cynthia H.

Goal 2: Practice Sound Governance and Fiscal Accountability

Strategy 2.1: Effective contract management

- ✓ Each pending contract is compared to other local government specifications prior to the bidding process.
- ✓ All POs issued by Contracts Manager are receipted. Working with Budget to merge 1022 budgets.
- ✓ Perform quarterly meetings to monitor all contract performance.
- ✓ Contract invoices are digitized and kept on "K" drive.
- ✓ Contract database developed with end dates and is sent out to all Facility Managers with regular updates.
- ✓ Fiscal Services processed 290 requests for Quarter 2.
- ✓ Weekly reporting balances for both 1021/1022, 1.538K.
- ✓ Working with Purchasing for final approval of key contracts: landscaping, cafeteria vendor, and for vending machines.

Goal 2: Practice Sound Governance and Fiscal Accountability

Strategy 2.1: Effective contract management

- ✓ Using Oracle to track all incoming invoices for contracts in coordination with the Auditor's office.
- ✓ Quarterly reports are sent to all managers and supervisors with updates. Next update scheduled for Sept 2019.
- ✓ Several layers of review have been established for contract development before a solicitation is released. This has helped reduce addendums to the solicitations and overall cycle time for the solicitation period.

Strategy 2.2: Fiscal accountability

- ✓ Fiscal manager runs audit report weekly and sends out to managers to keep them aware of remaining budget balance.
- ✓ Weekly reporting to Facilities leadership regarding account balances for 1021 and 1022.

Goal 2: Practice Sound Governance and Fiscal Accountability

Strategy 2.2: Fiscal accountability

- ✓ During Fiscal Year 2019, all requisitions were reviewed and approved by Director of Facilities and Fiscal Services before submittal to Purchasing. This ensured a better management of budgeted funds.
- ✓ Ending balance for FY2019: Dept 1021 - \$45k, Dept 1022 - \$3K
Encumbrances: Dept 1021 - \$330K, Dept 1022 - \$1.6M. Cynthia H.

Goal 3: Excellence in Customer Service

Strategy 3.0: Listening to internal and external customer

- ✓ Feedback concerning cafeteria operations was implemented and results were shared with vendor in order for him to make changes to improve and reduce complaints.
- ✓ Bi-annual customer survey was issued. Results were reviewed by the department for improvements in the identified areas.
- ✓ Continue meeting with departments to keep them abreast of any projects and issues that may impact them, and to receive feedback on building issues.
- ✓ Reviewed the customer survey results, sent responses to contractors for full transparency, and addressing what we can understand.
- ✓ George Allen staff staggered their lunch breaks to provide better coverage. This allows us to be more responsive to the needs of the building, while following County policy (each employee gets 30 minutes off uninterrupted lunch time).
- ✓ Relocated facility manager's office to Cook Chill to show a presence with the kitchen staff.

Goal 3: Excellence in Customer Service

Strategy 3.0: Listening to internal and external customer

- ✓ Partnered with Mr. Warren and Ms. Petri for assistance in replacing all of the round metal desk trash cans throughout the county with black rubber cans. This initiative was met with a very quick response. The metal cans were a hazard and they ruined all flooring with scarring and rust, over 400 cans were replaced. Carol
- ✓ Total number of work orders created for FY 19:
 - 2018: 22,140
 - 2019: 19,770
 - Decreased work orders, attributed to preventative action by Facilities employees, inspectors, and day porters. Carol
- ✓ Customer Survey stated “please change out toilet seats at JJAEP”-we were able to identify this need from the survey, seats have been changed out. Example of detail paid to any incoming complaint. Stephen

Goal 3: Excellence in Customer Service

Strategy 3.0: Listening to internal and external customer

- ✓ Educating the Dallas County staff to report everything to:
Facilities.dispatch@dallascounty.org
- ✓ Janitorial Work Orders in 2018: 1363
- ✓ Janitorial Work Orders in 2019: 1152
- ✓ Janitorial work orders decreased by 211, Facilities increased demand on our vendors to promote accountability. Increased inspection from the janitorial inspectors and QA assistance. Carol

Strategy 3.1: Relationship management

- ✓ Monthly meeting with Judge Givens-Davis (representing FCCB judges) to improve operations at Frank Crowley.
- ✓ Met with the judges security committee to hear issues and develop solutions.
- ✓ Following up with vendors daily regarding customer complaints to improve satisfaction.
- ✓ Facilities has requested day porters submit work orders for maintenance issues if they are found.
- ✓ Bi-lingual customer service representative has been hired. Carol

Goal 3: Excellence in Customer Service

Strategy 3.1: Relationship management

- ✓ Partnership with Consolidated Services and Public Service to educate Dallas County staff on recycling options.
- ✓ The communication has resulted in fewer Facilities complaints:
 - 2018: 256 received
 - 2019: 92 after education campaign. 164 less request from last year.

Strategy 3.3: CMMS enhancements

- ✓ Commissioners Court approved funding for a new system. Solicitation under development.

Goal 3: Excellence in Customer Service

Strategy 3.4: Improve custodial and pest control contract

- ✓ Window cleaning scheduled - new contract awarded and PO issued.
- ✓ Founders Plaza power-washed.
- ✓ Provided lunch to the day porters of George Allen.
- ✓ Building Managers are now required to walk the front of the buildings weekly and report deficiencies.
- ✓ Facilities Management reviewed the current janitorial contract for improvements, including consolidation of contracts. Pending review in Purchasing for RFP issuance.
- ✓ The janitorial training manually has been updated.
- ✓ Added janitorial services to the visitation areas at South Tower, and other locations as needed.
- ✓ Landscaping bid in purchasing process - pending award.
- ✓ Pest control required to close out their work orders weekly.
- ✓ Skilled Support Team continues to submit janitorial deficiencies throughout our facilities.
- ✓ Q/A is inspecting 4 days a week as we continue to hold our contractors accountable to our cleaning standards.

Goal 3: Excellence in Customer Service

Strategy 3.4: Improve custodial and pest control contract Carol

- ✓ Window cleaning, carpet cleaning, pest control, each buildings stripping/waxing and escalator cleaning are all on a schedule. Utilizing our process improvement training to track and provide full transparency.
- ✓ Provided breakfast to the George Allen and FCCB day porters the week of August 28, 2019 to show their value.
- ✓ On August 14, 2019, Oriental Bldg. Services resigned from Dallas County. Oriental was given opportunity for the last 18 months to clean our sites; they were not able to meet standards.
- ✓ Founders Plaza, power washing around both elevators has been increased from 1 day to 3 days per week.
- ✓ This past quarter the QA Team completed a total of 79 janitorial inspections in assistance of the janitorial review program.

Goal 3: Excellence in Customer Service

Strategy 3.5: Improve parking garage operations

- ✓ Cameras and panic buttons have been installed in all cash-handling locations at the George Allen garage. The booths are now equipped with panic buttons as well as the office which reports to Security Station
- ✓ To address other safety concerns, we have also installed cameras at the entrance to each elevator on every level.
- ✓ Installed the first electric charging station at the George ^{Carolyn} Allen garage.
- ✓ Lighted “Stop” signs installed at the George Allen/Records Garage.

Goal 4: Workforce Engagement and Development

Strategy 4.0: Effective recruitment of employees

- ✓ New Hires: Rodericks Fobbs, Sean Scott, Jose Romero, Martin Aguirre, Jeramy Loucks, Nicholas Turner, Devon Brown.
- ✓ New Hires: Eladio Martinez, Christopher Clark, Tramaine Cail, Chandra Washington, Joshua Arrington.
- ✓ Transfers from other departments: Todd Fancher, Reyna Soto.
- ✓ Promotions: Steven Richard, Justin King, Fredrick St. Amant, David Foster, Kriss Wainscott, Manuel Widemon, William Davis, Rodericks Fobbs, Shane Hall.
- ✓ Current vacancies: 8, two pending new hires.
- ✓ Promotions: Joe Flores (Permanent Assistant Director) and Devon Brown. Retirees: Michael Ogas and Ted Walthers
- ✓ Outreach with Cornerstone Temp Agency for open positions. Hired one temporary plumber for Skilled Support during June 2019 until plumber position was permanently filled.

Goal 4: Workforce Engagement and Development

Strategy 4.0: Effective recruitment of employees Sonya

- ✓ New Hires: Isaac Barnett, Francisco Espitia, Benedict Parks, Frank Fleck, Zachary Ruiz, William Montgomery, William Miller
- ✓ Promotions: Cortney Wesley, Tiffany Whitaker, David Hall

Strategy 4.1: Compensation program and strategy

- ✓ Reclassification of key positions have been submitted to Budget.

Strategy 4.4: HR compliance and policies

- ✓ Formal department complaint form updated.
- ✓ Overtime policy created for paint project at North Tower jail.
- ✓ ATO department policy developed to streamline requests.
- ✓ Director, Fiscal Services & Interim Operation Manager have completed/^{Greg} signed /sent to Commissioners Court Disclosure of outside Income form.

Goal 5: High-Performance Organization

Strategy 5.1: Process Improvement

- ✓ Key improvement projects in process:
 - Support process development for implementation of the CMMS.
 - Develop Lean Six Sigma measuring system for maintenance services effectivity monitoring (individual, group and entire department) for all management review.
 - Organize daily and weekly maintenance with elements of Autonomous Operator Maintenance.
 - Update organization of operator control rounds in all maintenance areas following Lean Standard Work principals.
 - Update parking validation system for all parking lots.
 - Continue monitoring of WO completion process for efficiencies.
- ✓ Six Sigma Projects currently in progress in Facilities Department:
 - Inefficiency of HVAC use in the West Tower Jail (Fred St. Amant)
 - Reduce time to pay Facilities Invoices (Cynthia Hernandez)
 - Paper Towel Waste in Frank Crowley (Ryan Piper)
 - Inventory Control Improvement in West Tower (Cyndi Armendariz)

Goal 5: High-Performance Organization

Strategy 5.3: Promote a culture of innovation

- ✓ Management team completed a year-long training with the Alliance for Innovation.

Strategy 5.4: Accountable key management

- ✓ Met with vendor to select best equipment to secure keys with record keeping capabilities.
- ✓ (2) New key management systems have been installed at Frank Crowley and George Allen. This system will allow better key management and tracking for Security and Facilities Management. Daniel

Goal 5: High-Performance Organization

Strategy 5.5: Fleet management

- ✓ Department partnered with Consolidated Services to monitor (through GPS) Facilities Management vehicles for compliance.
- ✓ Management continues to review vehicle activity on a consistent basis (speeding/idle time).
- ✓ All vehicles have been issued a first aid kit.
- ✓ Coordination with Consolidated Services for process review to improve county-wide fueling practices.
- ✓ Continually monitoring GPS and reporting discrepancies to Consolidated Services.

Strategy 5.6: Assess staffing throughout department

- ✓ Review conducted for management needs on shift schedules. Recommendation made for Assistant Manager on each shift.

Goal 5: High-Performance Organization

Strategy 5.7: Environmental stewardship

- ✓ Continue to monitor and manage sensitive environmental items such as asbestos and other hazards.
- ✓ Facilities assumed the responsibility of Tier II reporting for Dallas County. We are learning the program requirements and adhering to new reporting policies required by the program.
- ✓ Fred St. Amant and several other key staff members from various departments are working on the base document for the management of environmental hazards under the ISO program.
- ✓ Exploring contracts with waste management vendors to begin a recycling program.
- ✓ HazMat contract implemented.
- ✓ Developed air quality monitoring plan for all County buildings.
- ✓ The multi-department Environmental Management Committee for ISO 14000 is inventorying/prioritizing the County's environmental impacts to develop programs to be a more sustainable organization. Presentation will be made soon to County Administration and Commissioners Court.

Goal 5: High-Performance Organization

Strategy 5.7: Environmental stewardship Fred

- ✓ Facilities Management as part of the county's Environmental Management Committee continues to work to develop an environmental management system compliant with ISO 14001. The Committee is in the process of quantifying data for environmental aspects. From the data compiled the Committee will begin the design of green initiative programs. The Committee hopes to present the green initiatives proposals at the end of the next quarter.
- ✓ AHU and duct cleaning was completed on 11th floor of FCCB, moving forward with the other floors.
- ✓ The annual testing of drinking water in the scheduled county buildings is slated to begin in October 2019.

Strategy 5.8: Inventory and parts supply review

- ✓ Supply warehouse is currently relabeling and inventorying all items in warehouse. All areas are in process of organizing their areas.

Goal 5: High-Performance Organization

Strategy 5.8: Inventory and parts supply review

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Strategy 5.9: Administration of the Capital Improvement Plan

- ✓ Approximately \$2m in CIP projects launched in Q2. See presentation.
- ✓ Key projects:
 - Letot Roof Replacement (\$369,595).
 - Henry Wade Fire Damper Replacement (\$399,058).
 - Henry Wade Detention Locks Replacement (\$500,541).
 - Henry Wade VAV Box Replacement (\$653,361).
 - Cook Chill Roof Replacement (\$795,666).
- ✓ Staff attended the Texas Owners Public Conference that discusses trends and challenges in managing Capital Improvement Programs.
- ✓ To date, \$14m in CIP projects initiated in FY 2019.
- ✓ Approximately \$3.7m CIP projects launched in Quarter 3. Over \$1.3m in CIP projects completed in Quarter 3. See presentation.
- ✓ Quarter 4 CIP results (see presentation).

Goal 5: High-Performance Organization

Strategy 5.9: Administration of the Capital Improvement Plan

✓ Public Service construction projects completed: Carolyn

- Cook Chill renovations
- 414 RL Thornton remodel
- County Clerk kiosks at FCCB
- Security booth demo at HHS

Strategy 5.10: Enhance space utilization of County facilities

- ✓ Construction is underway at the new North Dallas Government Center.
- ✓ Offers have been approved for 10056 Marsh Lane, 516 Twilight Trail, and 7201 S. Polk St.
- ✓ 1411 Beltline Road and Lancaster Sub Courthouse offers are under review.

Carolyn

- ✓ Sales: Twilight Trail Property and 841 W. Irving Blvd.
- ✓ Pending offers: 10056 Marsh Lane in Dallas; 1411 Beltline Rd in Richardson, 7201 S. Polk St in Dallas.

Goal 5: High-Performance Organization

Strategy 5.10: Enhance space utilization of County facilities

- ✓ North Dallas Government Center relocations are in progress. Carolyn
- ✓ Occupancy for CSCD at Mockingbird completed.

Strategy 5.11: Enhance training opportunities

Charles E.

- ✓ We have developed and executed our own in house maintenance training with the use of power point. Discontinued use of NTT.
- ✓ Janitorial Inspection team has been attending all of the available classes for self-enrichment and growth that is offered throughout Dallas County-HR.
- ✓ Department has completed required CJIS training.

Goal 6: Workplace Safety and Emergency Preparedness

Strategy 6.0: Catastrophic events action plan

- ✓ Coordination with Emergency Management on updates to the Continuity of Operations Plan in progress. Greg
- ✓ Facilities Management participated in the County's cyber-security table top exercise.

Strategy 6.1: Enhance the workplace safety program

- ✓ Working with supervisors to rollout online training program to all Facilities frontline staff. Training will be issued and tracked from the system with most employees receiving 15 hours of annual training. Employees will receive 9 hours in areas specific to their trade and 6 hours in areas of their own interests.
- ✓ Deployed OSHA 10 and OSHA 30 training to the department.
- ✓ 12 staff members are now OSHA 30 trained. Daniel
- ✓ Replaced 17 ladders with the highest weight limit ladders available. Robby
- ✓ Installed fire extinguisher signage to better show locations at Allen.
- ✓ Commissioners Court approved several camera projects (Panoramic 360 cam, add cams to FCCB & GA lobbies). Todd

Goal 6: Workplace Safety and Emergency Preparedness

Strategy 6.2: Ensure ADA regulatory compliance

- ✓ George Allen courtroom door project underway - final Priority 1 project.
- ✓ For accessibility deficiency compliance, the next priorities have been identified for high traffic building – GACB, FCCB and HHS. Priority 1 corrections have been completed.

Sandeep

Strategy 6.3: Storage tank program

- ✓ Annual line testing for all storage tanks has been scheduled.
- ✓ The replacement of the George Allen Courts underground storage tank continues to move forward. The vendor has taken soil samples of the sight and construction is slated to move forward in February.
- ✓ All underground fuel storage tanks annual registration with the TCEQ has been completed and approved for 2019.
- ✓ Met with City of Dallas regarding impasse for the GA underground tank replacement. Solution to move forward developed.
- ✓ Working with ASC to increase fuel tank capacity at the Desoto location.
- ✓ Daniel Cherry and Fred St. Amant completed Class A/B operator training.
- ✓ The required Cathodic Protection Inspection was completed for the West Tower UST and George Allen UST.

Chuck

Daniel

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Goal 7: Effective Communication

Strategy 7.0 Enhance branding opportunities

- ✓ Filming: “Champions in our Midst Awards” and “Crisp Video Group.”
- ✓ Continuing to manage the unapproved signage at FCCB.
- ✓ **AIA Dallas Bark + Build Competition submittal is on display at Northpark Mall. Program purpose is to raise awareness and support for the SPCA.**

Sandeep

Strategy 7.1: Enhance team focused culture

- ✓ Holiday party was held Dec 12 at Old Red.
- ✓ Various film projects approved by Commissioners Court.
- ✓ DDA approvals at the beginning of the Fiscal year streamlined the process.
- ✓ Visited staff that were hospitalized-long term, took donations for assistance.
- ✓ Ruffled a \$25 gift card to staff that donated to our food pantry.
- ✓ Another successful quarterly employee luncheon. Hamburgers, games and good times. Three bingo games were played, 2 games for \$50 dollar gift cards and 1 game for a \$200 gift card. We had trivia for gift cards, and contributions for the food pantry.
- ✓ **Janitorial inspection team held a “Lunch & Learn” to brainstorm new ideas to ensure quality services are delivered.**

Carol

Goal 7: Effective Communication

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- ✓ Raffled a \$25 gift card to staff that donated to our food pantry.

Strategy 7.2: Effective recognition programs

- ✓ Employees of the quarter were selected.
- ✓ Employee luncheon was held March 29.
- ✓ Employee Awards: Carlos Zarazua, Mike Gabourie, Maurice Bullard.
- ✓ Employees of the quarter were selected.
- ✓ **Recognized Brent Luneau and LaRon McClinton for exceptional work identified by customers.**

Daniel

Strategy 7.3: Enhance communication and transparency

- ✓ Partnered with Good Street Baptist - Toys for Tots.

Goal 7: Effective Communication

Strategy 7.3: Enhance communication and transparency Carol

- ✓ Partnered w/ Court Admin. and George Allen advised them of Dallas County “Posting Notices Flyer.” Placed clear plastic signage holders to clean up all of the tape and redundancies.
- ✓ Continuing to police the signage at FCCB and posted “How to Post” signage throughout Dallas County Bldg.

Discussion