Facilities Management Strategic Plan

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Introduction

For any organization to be successful, there are certain elements that must be established to define that organization. Those elements are (1) why they exist (mission), (2) what they see themselves becoming (vision), (3) the values that the organization subscribes to, and (4) the goals and objectives that will help them succeed in achieving their vision. This Strategic Plan is intended to capture those critical elements in such a way that the future course of the Facilities Management department (FM) at Weber State University can be well understood by employees, supervisors, customers and clients.

Mission

Everything begins with the mission of the organization. The reason an organization exists should be captured in the mission statement of that organization. The mission of the Facilities Management department at WSU is: Create A Superior Learning Environment. Each word in this mission statement has been carefully selected because it has an impact and meaning that is important to understand.

Create – create is a verb, denoting action. It also is a process that never ends. To create is to continually improve, to find better, more effective, more efficient ways of doing that you are tasked to do, with innovation, imagination, and unconventional thinking.

Superior – A superior item is much better than the object it is being compared against. Superior means to achieve a standard of excellence that others try to emulate. For WSU Facilities Management, superior will be our standard of performance and achievement as compared to our peers in higher education throughout the world. We will be looked at as the model to be emulated; in the facilities we provide, the condition in which we maintain them, and how effectively those facilities support the broader mission of the University.

Learning – To promote learning is the fundamental purpose and mission of the University. Our FM mission must never lose sight of that broader mission. Our work performance, product quality, attitude, approach, and methods of accomplishing work must always support learning. We must communicate effectively, keep our customers informed of what we are doing, and listen carefully to them, to assure we learn what our customers need. We must also continually learn ourselves, on techniques, technologies, and processes that will help us perform in a superior manner.

Environment – The environment consists of everything related to the physical plant. It includes the landscaping, buildings, roads, infrastructure, and systems that make a physical plant work. It includes operating those systems to assure learning can occur, to maintain the correct temperature and humidity for comfort
to promote learning, and to assure everything is clean, attractive and inviting. The environment encompasses everything regarding how the University looks, presents itself, and performs in promoting a healthy, safe, sustainable and effective place to work, study, recreate and just be.

**Vision**

Just as the mission statement defines why an organization exists, the vision statement defines and clarifies where that organization is going; what they see themselves becoming. A vision statement can be a very powerful motivator for everyone in an organization. The vision for Facilities Management is: **To be recognized as a leading facilities management team built of individuals who take PRIDE in providing excellent service, quality craftsmanship and sustainable practices.**

To help everyone in Facilities Management relate to that vision statement, an acronym of PRIDE was created to help relate our values to our vision:

- **P** - Proactive
- **R** - Responsive
- **I** - Innovative
- **D** - Dedicated
- **E** - Enthusiastic

We achieve this vision as a team of highly skilled, innovative, creative, productive and dedicated professionals who take pride in being a part of something much greater than themselves.

We have fun in our work by helping one another and making our workplace a rewarding place to be where every employee is valued and where every employee is contributing their best efforts to assure everyone’s success.

We pursue continuous improvement in all we do.

We listen carefully and respond to our customers needs, strive to meet their needs through superior service, and solicit their feedback on how we can do even better.

We excite the WOW! effect for everyone who comes to Weber State University as they enjoy the superior learning environment we are creating.

**Values**

Facilities Management subscribes to the same values as the Administrative Services Division of the University, of which we are a part. Those values are articulated as follows:
Administrative Services Values
We accept responsibility for our actions.
We are ethical and honest in our work.
We show respect and courtesy to all individuals.
We strive to provide extraordinary service.
We constantly improve ourselves and the quality of our services.

Facilities Management demonstrates these values in the following ways:

We accept responsibility for our actions by:
• Having pride in our work.
• Being accountable.

We show ethics and honesty in our work by:
• Being trustworthy.
• Trusting others.
• Respecting university resources.

We show respect and courtesy to all individuals by:
• Being friendly.
• Being loyal.
• Communicating and sharing information with others.
• Being patient.
• Accepting change.
• Valuing the contributions of others.
• Choosing a positive attitude.
• Starting and ending meetings on time.
• Listening to others without interrupting.
• Refraining from using foul language.

We provide extraordinary service by:
• Contributing and working as a team.
• Paying attention to details.
• Being flexible.

We improve ourselves and the quality of our services by:
• Recognizing good work.
• Encouraging self-improvement.
• Learning from our mistakes.
• Showing initiative.
Strategic Focus

**Take Care of Our People.** Any organization can only be as good as its people. To that end, Facilities Management will strive to hire the best people it can for each position that it has available. We will be critical and selective to assure we match the right person to the jobs we have available. We will work hard to assure that our team members are adequately and fairly compensated for their labors, within the boundaries and confines set forth by the state legislature. We will give our best efforts to assure that our team members are provided opportunities to improve their leadership, organizational and technical skills through formal and informal training and education. We will provide our people opportunities to advance in their career area by providing upward mobility, as they prepare themselves and vacancies occur. We will also provide, as appropriate and when possible, opportunities for social interaction, and will recognize and celebrate the successes and achievements of our team members as they occur. While compensation is generally outside the scope of our ability to fully control, we will take care of our people by providing them a safe, secure and stable work environment that challenges them, trusts them, and assures that their work is important and recognized.

**Effective and Efficient Resource Management.** Even the very best people cannot perform without sufficient resources. Those resources are the tools, equipment, training, supplies and materials needed to achieve mission success and to help achieve the vision that has been articulated. To that end, Facilities Management will carefully protect and use the human, financial and physical resources provided for our use. We will train, equip, and empower our human resources. We will reduce, reuse and recycle physical resources to the maximum extent possible. We will only use the physical and financial resources necessary to accomplish the defined objective. We will carefully plan and coordinate our efforts to assure that the right work is performed with the least amount of resource expenditure necessary. As we do so, we will protect our environment, be conscious of and enhance the aesthetic beauty of our campuses, and assure that we leave our work sites in better condition than we found them.

Coupled with our effective and efficient use of resources will be a system of performance measures and analysis, based primarily upon our computerized maintenance management system (CMMS). The performance measures will allow us to quantify the resources that we use and permit analyses that will help us to continually improve the efficiency with which we use those resources.

**Meet the needs of the University and help it grow.** An organization must grow to thrive. If it is not growing, it is dying. To assure the University continues to grow and to meet the needs of the University, Facilities Management will be involved in and contribute to University planning efforts. We will be engaged in
professional and trade organizations so we can be cognizant of and implement where possible new ideas and innovations that will allow both FM and the University to flourish and not stagnate.

**Operational Focus**

While the Strategic Focus is very broad and all encompassing, the Operational Focus of Facilities Management is more direct and pertinent to the way FM will operate on a daily basis. Our Operational Focus is divided into three areas, called the Three Pillars of Service. They are superior customer service, failure prevention, and lowest reasonable cost.

**Superior Customer Service.** As a service organization, Facilities Management must provide superior customer service so that we become the preferred provider of our products and services. Our quality must be unmatched, our responses very timely and prompt, and our communication of our work programs and schedules must be accurate and dependable. To provide this superior customer service, we must maintain accurate and correct record systems, plan and schedule our work with commitment and assurance that we will keep our promises, and we must communicate with our customers through every step of the various processes and services we perform to assure they stay fully apprised of their work requirement’s status. In short, our exceptional customer service must earn our customer’s trust and confidence every day on every job or task we are given or undertake.

**Preventing Failures.** Nothing is more disruptive to the mission of the University than unplanned emergencies. For FM, prevention of unplanned electrical, water and other utility outages is paramount in supporting the mission of every department and function of the University. To prevent failures of systems and infrastructure, FM will aggressively pursue a preventive maintenance program, emphasize planned maintenance, root cause analysis, condition and equipment monitoring, and use other techniques to prevent unplanned and unscheduled outages to systems and infrastructure. To do this, FM will employ diagnostic tools and analysis to identify and program repair or replacement of system components before failure occurs. Preventing failures of systems and equipment must be a prime consideration of in-house shop operations, as well as capital improvement project development.

**Lowest Reasonable Cost.** To get the most value from the resources entrusted to our care and use, FM will base financial decisions on the life cycle cost of the asset whenever possible. This approach will sometimes result in higher initial costs for equipment or materials, when the operational and maintenance costs are substantially less and will result in lower life cycle cost for the expected life of the asset. Again, to assure we are operating at the lowest reasonable cost will require careful data collection and analysis before decisions can be made. FM will be a data driven organization.
Strategic Objectives

Empower Employees

Consistent with our strategic focus on taking care of our people, FM will strive to empower our employees and push decision making to the lowest level possible in the organization. To support this objective, FM will strive to provide formal or informal training to every employee at least once per year. This training may be on-site and provided by staff or other university resources, or it may be contracted with a vendor at an off-site location. Training may be provided in technical areas or in other areas that will benefit the employee and better enable the employee to perform at higher efficiency, productivity, and personal satisfaction.

In conjunction with our strategic objective to better plan and schedule our work, we will empower employees to schedule much of their time and efforts themselves, consistent with and cognizant of the work plans that are laid out for their work centers. Most importantly, we want our employees to feel empowered to determine how to do their jobs, or fix a problem, and know they have the authority to act, consistent with standards, policies and procedures that are defined.

Maintain a High Quality Work Force

Also related to our strategic focus of taking care of our people, FM will provide our employees with the requisite tools, equipment and training to fully perform the duties and responsibilities assigned to them. To assure we maintain a high quality work force, FM will set high standards of performance and conduct, and will carefully select new hires so they are compatible with and subscribe to the standards and conduct established.

FM will encourage employees to use the educational benefits of the University to better themselves. To that end, FM supervisors will work with employees who want to avail themselves of academic classes to allow them to attend classes that may only be offered during normal work hours. Employees will still be expected and required to work a full work schedule, but the hours that they work can be adjusted to allow educational pursuits.

For all employees, honest annual evaluations will be conducted to help employees improve their performance. For employees who elect to not subscribe to the standards of performance and conduct that is required, disciplinary action will be undertaken that is firm, fair, consistent, and with the objective of changing the employee’s behavior or improving their performance.
In all cases, employees who prove themselves untrustworthy through theft, dishonesty, or poor performance of their essential duties will be dismissed from employment if they do not change their behavior.

**Create a Culture of Action and Accountability**

With an empowered, highly skilled and high quality work force comes prompt action and accountability for performance. FM will foster a culture that rewards action, initiative and accountability. FM employees will be recognized and rewarded as appropriate for their exceptional performance. We will foster a work environment where cooperation, collaboration and teamwork are recognized and publicly acknowledged. FM employees will be prompt and proactive in resolving problems and supporting our customers. We will be the provider of choice for our products and services. FM employees will take responsibility for their actions and the results of their decisions.

**Improve Communications**

Even though our customers are captive and cannot access another provider, WSU FM will still treat our customers with the highest respect to assure we would be the provider of choice if competition were possible. To help assure that we are the provider of choice, FM must assure in every instance that our customers, both internal and external, are fully apprised of the scope of work we are going to do, when we will do it, and if problems arise, what we will be doing to resolve the problem in the most expeditious way possible. For work orders, we will contact the requester before work commences to be sure of the work required and so we can address the root cause of the problem. We will keep our customers fully informed by the best means possible whenever the status of their work changes. For projects, we will work with the customer to determine the scope and expected costs of the project prior to customer approval to proceed. We will involve the customer in all phases of the design of their project, and keep them apprised of the construction progress.

Not only will we keep the customer involved and informed for both work orders and projects, we will also keep our employees fully informed of activities, events and changes that affect them. We will do so with a quarterly newsletter, bulletin board postings, emails, and with shop, group and department meetings to address and discuss issues and concerns.

**Reduce Carbon Emissions**

As a signatory to the American College and University President’s Climate Commitment (ACUPCC), Weber State has obligated itself to try and reach carbon neutrality by the year 2050. To achieve this goal, Facilities Management will aggressively pursue energy conservation projects to reduce energy consumption as much as possible and FM will explore and exploit other
alternative energy sources, such as wind and solar, wherever possible and economically feasible. FM will also explore and exploit opportunities to reduce our carbon footprint with our vehicle fleet by using alternatively fueled vehicles and by reducing travel. We will also use new technologies in communications to reduce or eliminate travel. We endeavor to make Weber State University a leader and model for transforming the University into a carbon neutral and sustainable campus through the use of intelligent business practices. FM embraces the idea that business goals and environmental goals are not mutually exclusive and must in fact be pursued together to successfully generate a sustainable university.

**Plan and Schedule Work**

To effectively manage our workload and provide the best customer service and support possible, FM will be diligent in planning and scheduling our work so as to minimize the disruption and inconvenience to our customers. Predicated on the three pillars previously mentioned in this strategic plan, planning and scheduling our work is essential to superior customer service and preventing failures. Superintendents and Shop Managers are responsible to identify, plan and schedule major initiatives that require work and to build preventive and planned maintenance programs for those systems. To effectively do this, they must know and continually assess the condition and available service life of every major system and component of infrastructure and systems within their stewardship. When the Superintendents/Shop Managers have built their programs, the Shop Leads then schedule individual craftspeople to accomplish the tasks identified in the program. The Leads will do this in consultation with the customer to minimize interruptions and down time. Craftspeople must adhere to the schedule as closely as possible to assure superior customer service and minimize interruptions to customer activities.

**Emergency Operations Management**

Facilities Management plays a critical role in emergency response and recovery for the University. To assure maximum interoperability with other response agencies, FM will operate under the precepts of the National Incident Management System (NIMS) and will subordinate itself as necessary within that structure. Even when operating as a stand-alone response agency, such as for a water line break or wind storm damage, FM will operate under the structure established by NIMS for initial response and recovery operations. FM will be prepared to operate its own Emergency Operations Center (EOC) for smaller scale responses not requiring University wide support.

**Incorporate Technology**

To maximize information flow and resource utilization, FM will incorporate and use new technologies wherever they are deemed to improve our operations
capability at a reasonable cost. To achieve this aim, all FM personnel will be encouraged to continually be aware of and actively seek new technologies that will help them do their jobs better. When a new technology is identified that meets these criteria, it will be evaluated and tested and implemented if possible.

**Improve the University Environment**

While Facilities Management is chartered by the State to maintain facilities in the condition to which they were built, FM must also improve facilities and infrastructure wherever possible so the facilities, systems and infrastructure can assure overall mission success and accommodate changes both now and in the future. To achieve this aim, FM will always try and leave a job site or work area better than they found it. It also means that FM will actively seek and identify ways to improve the beauty, functionality, and overall ambiance of the University environment. We will be continually mindful of the impact we have and our ability and obligation to improve facilities, infrastructure and systems.

**Individual Involvement**

**Strategic Action Teams**

FM will encourage every employee to be engaged in making our department, and the greater University, a better place to work and learn. Everyone has good ideas, creative perspectives, and can add to the value and effectiveness of Strategic Action Teams. To this end, every employee is encouraged to participate in Strategic Action Teams that are organized and chartered to improve some aspect of how we operate. These teams are critically important in finding ways to improve our morale, operations, policies, procedures and technology.

**Community and Professional Organizations**

To assure Facilities Management stays engaged in the professional development of our people, we will actively support and encourage participation in community and professional organizations. Not only does engagement and participation in these types of organizations help the individual, they also add to the prestige and respect afforded to the FM Department and the University.

**Organizational Structure**

Facilities Management is organized on a functional basis. The senior executive is the Associate Vice President for Facilities and Campus Planning (AVP). Reporting to the AVP are four Directors and one staff specialist. They are organized as noted in the following organizational chart.