



Facilities Services

Physical Plant/ Auxiliary Operations

STRATEGIC PLAN

2018-2022

DIVISION OF ADMINISTRATION AND FINANCE

DEPARTMENT PROGRAM REVIEW PROCESS OVERVIEW

During the Fall of 2015, a new Program Review process and cycle was developed for all Administration and Finance units. The goals of this new process included being manageable in terms of work load and useful to department heads/staff in assessing unit progress and making improvements. In addition, consistency across the division, while allowing for some flexibility based on the wide variety of department functions, was desired. After completing a self-study, VCAF units incorporated stakeholder feedback in the form of a campus review done by the Division Assessment Committee, which is comprised of student, faculty, and staff representatives from within and outside the division. In addition, departments could choose to include an external review component, and incorporate existing assessment efforts, as well as any relevant national standards and/or benchmarking tools. All of these components informed each department's strategic goals, which are targeted for completion during the next four years.

PHYSICAL PLANT/ AUXILIARY OPERATIONS INTRODUCTION

Facilities Services have two operational groups that provide mission critical support services to the campus. These groups are Physical Plant Operations and Auxiliary Operations. Both these groups make up a single department that support the Academic and Student Success mission of the University of Colorado, Colorado Springs (UCCS). The department maintains 3,104,674 sq. ft. of campus buildings which includes 545,330 sq. ft. of housing. The university owns 554 acres and 176 acres are maintained. Support objectives are accomplished through the exceptional delivery of services in a timely and cost-effective manner along with great customer service. Facilities Services employs 128 team members, including 22 students. The teams strive to maintain an efficient, safe, clean, attractive, and inviting environment for students, staff, faculty, parents and guests.

To thoroughly review all department areas, we utilized a questionnaire developed by the assessment team and met with each work group to develop an accurate picture of the overall department. Work groups include supervisors, trades technicians, and service support staff. An assessment team was created, made up of key strategic individuals to analyze the results and drill down to identify opportunities for areas of improvement and validate strengths. This group included, Rob Dougherty, Jeff Reed, Tony Pitts, Kristy Hignite, Catherine DeGroot and Mikayla Greenfield.

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DIVISION MISSION

As a partner in learning and through the stewardship of resources, the Administration and Finance division provides innovative programs and services to support the student-centered mission of the University

PHYSICAL PLANT/ AUXILIARY OPERATIONS MISSION AND VISION

In partnership with students, faculty and staff our skills contribute to the academic excellence of the university through our stewardship of the built and natural environment. Through teamwork and leadership, based on trust and respect for every individual, we proactively serve the campus community in alignment with the goals of the institution.

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PHYSICAL PLANT/ AUXILIARY OPERATIONS CORE VALUES

Partnership with students, faculty and staff

Facilities Services provides an inspiring learning environment for students, faculty and staff through direct engagement with the campus community in their learning endeavors.

Skills contribute to the academic excellence

The complexity of the university's strategic goals requires many skills to ensure academic excellence. We provide a unique and necessary set of skills that contribute to excellence.

Stewardship of the built and natural environment

The Facilities Services Department role is to ensure that our unique, beautiful environment is preserved for future generations. As such, we support the university's commitment to the sustainable use of resources in all our endeavors.

Teamwork and leadership

The Facilities Services Department can only accomplish our complex mission by working interdependently and exercising individual leadership.

Trust and respect for every individual

Through trust and respect for every member of our team, we work together for the shared success of each other and our department.

Proactively serve

We serve our campus community best when we anticipate their needs and truly understand their use of our services.

Alignment with the goals

The department's effectiveness is based on the alignment of our mission with the goals of the University.

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STRATEGIC ADVANTAGES

Strengths

- Clearly defined mission and planning strategies in place to guide the departments culture and future direction.
- Robust training in program to support professional development and trade skills to stay current with facility management practices.
- Active membership and involvement with APPA: Leadership in Educational Facilities.
- Yearly facility audits of building conditions for annual controlled maintenance and capital renewal plans help establish a general trend and gives insight to maintenance needs and projects for campus operations.
- Use of the Computerized Maintenance Management System (CMMS), WebTMA, has improved department efficiency and creates a culture of effective trend and data keeping, improving operations and preventing system failures.
- Strong collaboration with campus stakeholders and collection of feedback for department evaluation and improvement.
- First Non-Standard MS4 (municipal separate storm sewer system) to participate in the Colorado Stormwater Excellence Program (CSEP) and is being credited with development of the program as it relates to the Non-Standard MS4 entities.
- Highly diverse department with active partnership with the Colorado School for the Deaf and Blind, Goodwill Industries; along with, close collaboration with the Disability Services office for ADA compliance and service needs.
- Strong department commitment to customer service.

Opportunities

- Review and upgrade department mission statement and create clearly defined core values to further develop department culture.
- Develop clearly defined and intentional training hours and topics to further strengthen the department training program.
- Encourage employees to attend more diversity trainings.
- Implement advanced modules in TMA to further department efficiency and meet department operating goals.
- Evaluate best survey practices and content to receive best feedback from campus stakeholders.
- Utilize mobile solutions to improve department efficiency and eliminate the need for technicians to return to a desktop for TMA data entry.
- Move to paperless systems to meet sustainable goals using WebTMA and mobile solutions.

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STRATEGIC CHALLENGES

Weakness

- Development of a culture of engagement and participation in a large and diverse department.
- Clear communication with campus of department services provided.
- Communication with internal employees of survey results or available resources, such as APPA, and determining a plan of action for improvement with time allotted.
- Lack of time to attend trainings and maintain campus standards with given production hours and staff levels.
- Heavy reliance on students – turnover and graduation contributes to inconsistency in services and efficiency.

Threats

- Aging work force with shortage of skilled laborers in the current demographic, accompanied with a competitive job market, requires creative means of attracting knowledgeable and capable workers to maintain facilities on campus.
- Lack of space dedicated for Physical Plant/Auxiliary Operations limits the department's ability to meet campus standards and needs.
- Limited funds to maintain facilities at set standards, promote professional development and meet sustainable and efficiency goals.
- Student employee hiring difficulties due to lack of interest from incoming students to perform physically demanding service related labor.

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PHYSICAL PLANT/AUXILIARY OPERATIONS STRATEGIC GOALS

PROGRAM REVIEW CATEGORY(IES):

Mission and Leadership/General Trend/Measurement, Analysis and Results

Goal 1.1: Review, Revise, Draft and Implement Mission Statement, Vision and Core Values

Below, please identify your action steps and the timeframe for implementation/completion of each step. Note: The number of action steps will vary for each goal. Please add or delete rows as needed.

Action Steps and Timeline	Individual(s), committee or groups assigned.	2018-19	2019-20	2020-21	2021-22
1. Review and discuss the current mission statement with leadership and staff to determine if it still aligns with the campus and department objectives. Revise if change is determined to be necessary. Invite HR to consult on this process. Revisit the revised document and process in 2021.	Facilities / Operations Leadership Team and key staff members	11/5/2018 through 12/21/2018			Revisit process 1/2021
2. If change is required publish revised Mission Statement on the Facilities Web-site and present it to staff at the January 2019 Town Hall meeting. If no change is required review department mission statement at the Town Hall meeting. Post Mission Statement in key department locations. Reinforce the message during the new employee onboarding process.	Facilities / Operations Leadership Team and key staff members	Week of 1/14/2019			
3. Meet with leadership and key staff members to define and write department core values. Align with University Core Values. Invite HR to consult on this process. Publish core values on the Facilities Web-site. Communicate Core Values to staff during weekly team meetings.	Facilities / Operations Leadership Team and key staff members	1/10/2019 through 2/1/2019			

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Post Core values in department meeting rooms. Reinforce the message during the new employee onboarding process.					
4. Review Mission Statement and Core values yearly during individual performance planning meetings. Distribute wallet size cards to staff.	Facilities / Operations Leadership Team and key staff members	5/2019	5/2019	5/2019	5/2019
5. Conduct a yearly staff survey to determine if the Mission Statement and Core Values are having an impact on the work culture. Consult with the School of Business in year one regarding survey questions and process.	Facilities / Operations Leadership Team and key staff members	5/7/2019 through 6/1/2019	5/7/2020 through 6/1/2020	5/7/2021 through 6/1/2021	5/7/2022 through 6/1/2022

Please list the outcomes for this goal below. Again, the number will vary for each goal. Please add or delete rows as needed.

Outcomes	How will progress be measured?
1. Staff should have a thorough understanding of the Mission Statement and Core Values. This understanding should have an impact on behavioral practices that positively impact the department and University Culture.	The survey process referenced above should provide us with response information that will indicate the level of knowledge, understanding, and behavioral application being practiced in the work environment.
2. The yearly Performance Management Planning process discussion regarding this topic between staff and supervisor should be evident and shared with the leadership team.	Documented feedback will be asked for by the supervisor regarding the department Mission and Values discussed in the yearly employee Performance Management meetings. Feedback will be assessed to determine the next strategy step reinforcing these department elements.

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PHYSICAL PLANT/AUXILIARY OPERATIONS STRATEGIC GOALS

PROGRAM REVIEW CATEGORY(IES):

Services and Operations

Goal 2.1: Request Space for Facilities on Master Plan

Below, please identify your action steps and the timeframe for implementation/completion of each step. Note: The number of action steps will vary for each goal. Please add or delete rows as needed.

Action Steps and Timeline	Individual(s), committee or groups assigned.	2018-19	2019-20	2020-21	2021-22
1. Review, obtain and analyze data that supports the need for a Facilities Services Department building (s) that will house staff, supplies, equipment, and vehicles supporting the Mission and growth of the University. This document will be constructed with the intent of being integrated into the future Master Plan document. Currently our department is not in the Master Plan.	Facilities / Operations Leadership Team and key staff members	9/3/2018 through 12/14/2018			
2. Prepare data slides and script for the yearly budget presentation meetings that supports the "Concern Section" of the presentation.	Senior Executive and Executive Department Directors	1/2019	1/2020	1/2021	
3. Update data and information yearly, aligning it with the Master Plan format as communicated. Communicate revised plan to leadership.	Senior Executive and Executive		FY 2020	FY 2021	FY 2022

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	Department Directors				
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Please list the outcomes for this goal below. Again, the number will vary for each goal. Please add or delete rows as needed.

Outcomes	How will progress be measured?
1. The department has a documented plan or road map that communicates the physical structures required to support the immediate and future needs of Facilities Services.	Annual or bi-annual document review with related “stakeholders” to insure the document meets the written criteria that supports the Master Plan process.
2. Upper leadership has been thoroughly made aware of the cost and physical structure requirements necessary to support the current and future needs of the Facilities Department.	Formal periodic communication with upper leadership to insure document and supporting visuals have met or exceeded communication / understanding needs so that decision making can be made with the least amount of revisions.

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PHYSICAL PLANT/AUXILIARY OPERATIONS STRATEGIC GOALS

PROGRAM REVIEW CATEGORY(IES):

Services and Operations/Inclusive Community/Measurement, Analysis and Results

Goal 3.1: Define/Outline Department Employee's Mandatory Training Hours

Below, please identify your action steps and the timeframe for implementation/completion of each step. Note: The number of action steps will vary for each goal. Please add or delete rows as needed.

Action Steps and Timeline	Individual(s), committee or groups assigned.	2018-19	2019-20	2020-21	2021-22
1. Review and assess the current knowledge requirements for each work group / team based on the trade specific core competencies. In addition to trade specific competencies define business environment core competencies to effectively provide the various services asked for by the University. Create the "knowledge wheel" visual to define and communicate the competencies. Obtain core competency data through current department information, professional organizations, trade specific groups, state agencies and other related professional organizations.	All department work group leadership. Work group leads. HR training group.	9/2018 through 12/2018			
2. Conduct work group meetings to share the data. Ask HR training to participate in this process. Validate that the trade and work environment core competencies identified make sense to the team. Assess team verbal and written feedback. Revise core competencies and publish.	All department work group leadership. Work group leads.	1/2019 through 3/1/2019			

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	HR training group.				
3. Create and release a PowerPoint educational presentation to each staff member of the various work groups regarding their specific "Knowledge wheel" competences and how it relates to their PMP Plan strategy.	Lead to be determined Selected work group.	3/4/2019 through 3/29/2019			
4. During the yearly employee Performance Planning meetings determine the training plan for the next performance cycle.	Department Leadership	4/1/2019 through 5/10/2019			
5. Assess core competency process and note improvements. Collaborate with HR to obtain improvement recommendations. Review, evaluate and revise yearly. Revise PMP yearly to reflect the new training plan.	Department work group leadership.	6/2019	6/2020	6/2021	6/2022

Please list the outcomes for this goal below. Again, the number will vary for each goal. Please add or delete rows as needed.

Outcomes	How will progress be measured?
1. Core competencies should be clearly understood by each employee identified. The training plan should be reflected in employees PMP document and revised yearly.	During the yearly coaching meetings each Director, Manager, and Supervisor will be able to have the dialogue regarding the employees training logs and core competencies focused on during the performance cycle.
2. Each year the employee should be able to increase their core competencies effecting individual and team performance.	Each year employee training logs along with supporting material will be reviewed and discussed with their Director, Manager or Supervisor. This review process will align with their yearly PMP plan to determine if end comes have been met.

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PHYSICAL PLANT/AUXILIARY OPERATIONS STRATEGIC GOALS

PROGRAM REVIEW CATEGORY(IES):

Services and Operations/Customers and Stakeholders/Measurement, Analysis and Results

Goal 4.1: Evaluate and Implement Improved Communication Methods with Campus Customers and Stakeholders

Below, please identify your action steps and the timeframe for implementation/completion of each step. Note: The number of action steps will vary for each goal. Please add or delete rows as needed.

Action Steps and Timeline	Individual(s), committee or groups assigned.	2018-19	2019-20	2020-21	2021-22
1. Review and evaluate current customer communication methods and determine how effective these current methods are. Methods include department web-site, previous surveys, yearly meetings with Deans, previous newsletters, TMA training sessions, Mail Services open houses, TMA responses and small department meetings. Collaborate with University Advancement and Information technology to gain insight and knowledge into best campus practices. Summarize data, review data with key stakeholders, and score communication options available to the department. Identify the top three methods that would give the department the greatest return.	Facilities / Operations Leadership, Administrative team and key students and staff members	9/2018 through 10/2018			
2. Define the action steps needed to fully develop the top three communication methods. Action steps should include cost, time line, knowledge resources available, and process owners.	Facilities / Operations Leadership, Administrative team and	11/2018 through 12/2018			

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	key students and staff members				
3. Implement developmental action plan for the top three communication methods.	Facilities / Operations Leadership, Administrative team and key students and staff members		1/2019 through 4/2019		
4. Determine secondary communication methods to inform and educate support staff, faculty and students through established campus programming events. This may include tabling, brief talks with key student organizations, collaboration with OSA, residential life and employee associations etc. Create an action plan that would be implemented during the fall semester.	Facilities / Operations Leadership, Administrative team and key students and staff members		5/2019 through 7/2019		
5. Release the primary and secondary action plans for improved campus communication fall semester. Collect data in late November and December regarding response to various methods released.	Facilities / Operations Leadership, Administrative team and key students and staff members		8/2019 through 12/2019		
6. Review survey data, summarize and determine success of primary and secondary communication methods. Share the data with campus.	Facilities / Operations Leadership, Administrative team and			1/2020 through 2/2020	

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	key students and staff members				
7.Begin the cycle again based on lessons learned and information obtained. Fall surveying and information gathering will repeat itself through 2022.	Facilities / Operations Leadership, Administrative team and key students and staff members			4/2020 through 5/2020	

Please list the outcomes for this goal below. Again, the number will vary for each goal. Please add or delete rows as needed.

Outcomes	How will progress be measured?
1. The department will obtain data and information that will assist it with ongoing effective communication.	Progress will be measured based on the responses from the various methods used to communicate department services.
2.The department will have a greater understanding of how it effects the service needs of the campus and a plan to meet those ongoing or changing needs.	Progress will be measured based on data assessment and how the department responded to the changing needs.

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PHYSICAL PLANT/AUXILIARY OPERATIONS STRATEGIC GOALS

PROGRAM REVIEW CATEGORY(IES):

Services and Operations/Innovation and Technology/Measurement, Analysis and Results

Goal 5.1: Implement TMA Modules and Create Standard Operating Procedures for Internal Staff

Below, please identify your action steps and the timeframe for implementation/completion of each step. Note: The number of action steps will vary for each goal. Please add or delete rows as needed.

Action Steps and Timeline	Individual(s), committee or groups assigned.	2018-19	2019-20	2020-21	2021-22
1. Review and evaluate the current system and how the advanced modules meet the department's strategic goals / performance objectives. Review and assess the current optional modules available from TMA Systems.	Facilities / Operations Leadership, Administrative team and staff members	9/2018 through 11/2018			
2. Develop implementation plan(s) and secure funding for additional module(s). Define the action steps needed to fully develop the plan. Action steps should include cost, time line, knowledge resources available, and process owners. Collaborate with TMA Systems for module implementation processes.	Facilities / Operations Leadership, Administrative team, TMA Systems	12/2018 through 3/2019			

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3. Implement advanced module(s) into the system. Provide system training to staff.	Facilities / Operations Leadership, Administrative team, TMA Systems		4/2019 through 4/2020		
4. Understand how we are going to present the SOPs to the staff. Identify how the SOPs will be structured; create checklists and/or process flow diagrams to aid in the creation of the SOPs.	Facilities / Operations Leadership, Administrative team and key staff members		8/2019 through 1/2020		
5. Determine the final structure of the SOPs, prepare the scope of the procedure, collaboratively work out all the necessary steps of the process, assess potential problems in the process, determine metrics to measure SOP effectiveness, test the process and make adjustments (if necessary), finalize the SOPs.	Facilities / Operations Leadership, Administrative team and key staff members			2/2020 through 2/2021	
6. Provide training on the SOPs as they are released. Review as necessary for process and adjustments.	Facilities / Operations Leadership, Administrative team and key staff members			2/2020 through 2/2021	
7. Five year assessment and review of WebTMA, module implementation and SOPs.	Facilities / Operations Leadership, Administrative team and key staff members				5/2022 through 9/2022

Please list the outcomes for this goal below. Again, the number will vary for each goal. Please add or delete rows as needed.

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Outcomes	How will progress be measured?
1. Advanced modules - The department will obtain data and information that will assist it with ongoing effective management of the WebTMA system resulting in operating efficiency and effectiveness.	Progress will be measured based on data assessment, reports and KPIs, which will demonstrate the department's efficiency gains and meet the department's operating goals.
2. The department will have a greater understanding of the SOPs effect on the service needs of the campus and a plan to meet those ongoing or changing standards and regulations.	Progress will be measured based on data assessment based on the predetermined metrics.

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PHYSICAL PLANT/AUXILIARY OPERATIONS STRATEGIC GOALS

PROGRAM REVIEW CATEGORY(IES):

Customers and Stakeholders/Measurement, Analysis and Results/General Trend

Goal 6.1: Review, Revise and Implement updated TMA Surveys/Campus Surveys for Assessment of Department Performance

Below, please identify your action steps and the timeframe for implementation/completion of each step. Note: The number of action steps will vary for each goal. Please add or delete rows as needed.

Action Steps and Timeline	Individual(s), committee or groups assigned.	2018-19	2019-20	2020-21	2021-22
1. Review current department performance and TMA survey data. Evaluate feedback and summarize key points. Review survey process and document a summary statement to share with outside sources with the goal of assessing questions asked, number of questions, wording of questions, general structure of the document and metric to evaluate values.	Facilities / Operations Leadership Team and key staff members	10/8/2018 through 10/26/2018			
2. Meet with the assessment group to discuss changes necessary to improve surveying process. Outline changes and create an action plan to create a new survey and revised process.	Facilities / Operations Leadership Team and key staff members	11/5/2018 through 11/21/2018			
3. Send out revised survey, review feedback and summarize department and TMA data.	Administrative staff and key team members		1/14/2020 through 2/1/2020		

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4. Assess survey results, summarize findings, share the findings with the work groups, post on the web-site with action plan to improve performance.	Facilities / Operations Leadership Team and key staff members		2/11/2020 through 2/29/2020		
5. Repeat yearly review process				10/2020 through 2/2021	10/2021 through 2/2022

Please list the outcomes for this goal below. Again, the number will vary for each goal. Please add or delete rows as needed.

Outcomes	How will progress be measured?
1. The survey process should identify strengths and concerns of the Facilities Services department's performance. This feedback will assist the department leadership and team members in planning and execution of tasks.	The process will be measured yearly during the yearly review based on number of surveys completed, comments made, and actions taken to improve the system.
2.	