University of South Carolina
Division of Business and Finance
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Facility Services Department

Strategic Plan
FY 2000-2001

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# Table of Contents

<table>
<thead>
<tr>
<th>Section I:</th>
<th>Mission Statement</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section II:</td>
<td>Accomplishments</td>
<td>4</td>
</tr>
<tr>
<td>Section III:</td>
<td>Strategic Plan</td>
<td>6</td>
</tr>
<tr>
<td>Section IV:</td>
<td>Assessment</td>
<td>9</td>
</tr>
<tr>
<td>Section V:</td>
<td>FY 2000-2001 Goals</td>
<td>10</td>
</tr>
<tr>
<td>Section VI:</td>
<td>FY 2002-2005 Goals</td>
<td>11</td>
</tr>
<tr>
<td>Section VII:</td>
<td>Resource Requirements</td>
<td>13</td>
</tr>
<tr>
<td>Section VIII:</td>
<td>Assessment Plan</td>
<td>15</td>
</tr>
</tbody>
</table>
Section I: Mission Statement:

The Facility Services Unit of the Business and Finance Office is responsible for providing a safe and secure campus, providing building and grounds services that adequately support the institution’s core mission - instruction and program, and for developing operational conservation programs to minimize the cost of operating the institution’s facilities. Our service mission is accomplished through a combination of university staff and contractual services.

- Provide a well maintained university campus.
- Provide a clean university setting
- Provide both utility and facility services that support program and instruction, as well as conserve resources and create an environmentally friendly campus.
Section II: FY 1999-2000 Accomplishments

1. Developed and distributed to the University community a service guide for Facility Services.


3. Held a first campus wide cleanup day.

4. Completed a first phase of loading facility preventive maintenance into the FAMIS software.

5. Surveyed campus customers about maintenance services.

6. Improved emergency response time for after hour calls through the purchase of cell phones and text pagers.

7. Developed a customer based program for custodial that allows for Zone Managers to meet with customers weekly.

8. An Energy Master Plan has been developed and approved by the Board of Trustees. Year I projects have been funded. Scheduled completion of year I projects is October/November 2000.

9. Developed a FTE Facility Report working with the Human Resources office.


11. Developed Monthly Budget Summary Reports.

12. Developed Monthly Appropriation Reconciliation Reports.


14. Upgraded the Groupwise client server to 5.5.

15. Installed a new Novell server.

16. Successfully prepared for and verified Y2K technology issues.

17. Implemented FAMIS software at Housing.

Section II: FY 1999-2000 Accomplishments (cont.)
18. Have begun entering custodial data in FAMIS as well as facility leave information and capital project cost information.
Section III: Strategic Plan - Facility Services

1. Improve the appearance of campus through a systematic inventory of University grounds and landscape services and through the development of beautification projects consistent with the University’s Landscape Master Plan.

2. Improve the cleanliness of university facilities by completion of a study of all cleanable square footage, aligning work routine with industry standards and equity, developing a quality assurance program, and insuring organizational accountability.

3. Assess the training needs and skill level of staff in order to develop programs to improve the delivery of operational services.

4. Develop a comprehensive preventive maintenance program by inventorying facilities, energy plants and all utility distribution and infrastructure.

5. Develop plans and strategies to address the University’s deferred maintenance needs. Complete a comprehensive facility condition study in order to develop priorities and strategies for corrective action.

6. Improve the delivery of service by developing unit price service agreements to augment current staffing levels.

7. Conduct a comprehensive salary survey of all facilities staff and develop plans to adjust salaried to insure market competitiveness.

8. Develop reward and recognition programs for all facility staff. Provide monetary and printed recognition. Insure performance standards are identified so employees clearly know criteria for outstanding performance.

9. Develop a financial and work management reporting function for improved unit decision making, making resource requests, identifying financial and operation problems, as well as trending information.

10. Further enhance the Facility Services organization by bringing the custodial and grounds operations under the Facility Management roof on Greene Street. Realign space for the new work management function.

11. Assess the facility services ability to communicate internally, and the campus community through the completion of a communication audit.

12. Develop a formal planning process that clearly links resources to priorities.

Section III: Strategic Plan - Facility Services (cont.)
13. Develop and implement a University Energy Policy and continue to complete projects that are identified in the approved Master Utility Plan.

14. Create a departmental financial and work management function to more effectively report, manage and assist operating units with operation decision making. Develop work management reports as well as trend analysis to improve management decision making.

15. Enhance the Units customer focus by conducting regular meetings and surveying the campus community about facility services.

16. Assure compliance with all state and federal mandates by reviewing current operational, training, and personnel practices.

17. Improve the performance of the Facility Services Unit through the completion of all annual employee evaluations.
Section III: Strategic Plan:

* Further develop and enhance the maintenance management system in Facilities by establishing work codes, and generating facility management information to assist in the allocation of both operating, deferred maintenance and capital resources.

* Conduct a comprehensive review of both university facilities and grounds to identify, prioritize, and estimate costs of all critical facility and infrastructure work for the next 5 years.

* Continue to reduce the institutions waste stream and waste removal costs by recycling increasing volumes of waste materials, as outline in the University’s Waste Management Reduction Plan.
Section IV: Assessment:

The Facility Services Department is staffed with a significant number of employees who have
double digit employment years with the university and the Facilities Department. Most
employees are extremely knowledgeable of the campus and it’s history. Additionally senior
employees carry knowledge about the campus that is not recorded.

Strengths:

1. A majority of employees have significant service years with the university, are extremely
   loyal to the university, and desire only the best for the institution.

2. Most employees are excited about the Facilities Services Unit moving forward.

3. Some resources are available for internal reallocation to meet existing operating
   priorities.

4. Technology has been introduced to the department and has aided it’s management team
   regarding work costing and management.

Weaknesses:

1. Training assessments have not been conducted to identify the scope of current training
   needs and priority of same.

2. Communication in the Facility Services Unit requires much improvement both
   horizontally and vertically within the organization. Additionally information about
   facility maintenance and improved work needs to be better communicated to the campus.

3. The deferred maintenance backlog in university facilities far outreaches the institution’s
   ability to fund. Consequently service repairs continue to increase at an accelerated rate
   and with limited operating funds, only ‘band-aid’ repairs are being made.

4. The Facility Services Unit needs to have a better ‘business sense’ and urgency about
   providing competitive costs for services.

5. Historical service delivery problems have given administrators and customers across
   campus a negative impression of the Facility Services Unit.
Section V: Goals / Objective FY 2000-2001

1. Improve the appearance of the University’s grounds by developing and implementing an Grounds Improvement Plan (resource dependent) and by auditing the current grounds organization and operational procedures.

2. Improve the appearance of the University’s facilities by developing and implementing a Custodial Improvement Plan (resource dependent) and by auditing the current custodial organization and operational procedures.

3. Further enhance the functions of financial and work management reporting by redefining the role of work management, realigning budgets and work management functions, as well as developing new codes to report work functions and costs.

4. Conduct a communications audit of the Facility Services Unit to identify the need for communication improvements as well as specific action steps to improve the flow of information throughout the organization.

5. Continue to implement projects as identified in the Energy Master Plan and as resources permit. Additionally, a new university energy policy will be developed for approval and implementation.

6. Develop plans to update the institution’s deferred maintenance needs.

7. Develop a formal planning process for the unit that will allow for the development of the following in a timely manner: goals/objectives, planned programs, organization changes, reallocation of resources, establishment of work priorities, alignment of resources with plans, requests for high priority unfunded needs, and the introduction of new or additional activities.

8. Provide the Vice President’s office with a comprehensive review of the Facility Services organization. Identifying strengths and weaknesses, organizational structure, and an action plan to move the organization forward and more fully integrates the unit into the University community.

9. Customer Service
Section VI: Goals / Objective FY 2002-2005

1. Define and implement an employee recognition and rewards program based on service excellence and unit competition.

2. Conduct and implement, as resources allow, a comprehensive competitive salary survey for all staff in Facility Services.

3. Conduct on-going reviews of existing base resource allocations to insure alignment with administrative and program priorities.

4. Conduct a comprehensive facility and grounds condition report to enable the improved planning and linkage to administrative priorities.

5. Continue to implement components of the Energy Master Plan as well as identify new and creative ways to reduce energy consumption and costs. Explore avenues to seek grant support for projects as well as direct linkage to the Institution’s deferred maintenance backlog.

6. Develop intern programs with university colleges for further support of facility operations and business activities.

7. Assess the department’s training needs and develop plans to find and implement core programs.

8. Develop plans in each operations unit to allow equipment and technology to enhance output and service. Additionally a companion resource plan will also be developed.

9. Develop benchmarks with each operations unit to measure the cost effectiveness of in-house service vs. contract.

10. Realign shop and office spaces in the Facilities Management building on Greene Street to allow for greater efficiency with operational units and improved communication and coordination between management and leadership.

11. Expand the networking and visibility of all facilities leaders and managers within the state and nationally through increased participation with professional organizations and programs.

12. Develop plans to notify vendors and appropriate colleges that USC seeks to be a beta sight for new technologies and equipment with no additional costs to the institution.

13. Develop and implement a formal emergency preparedness plan for the campus.

Section VI: Goals / Objectives FY 2002-2005 (cont.)
14. Create a departmental newsletter for all facility employees.
Section VII: Resource Requirements

Requirements

1. Campus Beautification

   Campus Grounds will be evaluated to determine need. Campus Grounds space will be mapped and types (walks, grass, flower beds, tree zones, parking areas etc) will be documented and quantified. A list of deficiencies will be developed and ranked to establish priority for correction. Brick walls and walks, sidewalks, gates and iron work, flower beds, maintenance of grassy areas, tree planting and preservation, shrub planting and replacement, etc. will all be included. Particular attention will be given to enhancing and maintaining the green areas throughout the campus. Our goal will be to allow the beauty of the grounds to accentuate the architecture of our stately buildings throughout the campus. High priority beautification projects will be identified and completed.

2. Facility Cleaning

   A study will be conducted to inventory or quantify the “cleanable spaces” throughout the campus. Types of space and space utilization will be used to develop a cleaning plan to determine the attainable level of service that can be provided with existing resources. Individual work plans will be developed to clearly define work routines and expectations. Continued follow-up and adjustments will ensure work plan fairness and flexibility. Staffing requirements needed for adjustments in cleaning goals and requirements will be developed and will be available to apply in planning exercises associated with new facilities coming. Special cleaning needs such as floor maintenance in areas of high usage will be addressed through contracted sources with a goal of being able to maintain such space on an on-going basis with existing staff.

3. Work Management Center and Financial Reporting

   Within a service delivery organization it is essential that the services delivered by our staff be efficiently coordinated by a highly professional work management unit. The functional link of the Work Management Center and the organization’s Financial Reporting must be a “hand in glove” type relationship. The cost of our product or output must be measurable. This extended cost of all our services will be used to drive or direct our budget needs which will be expressed in our financial reporting. Accurate cost information will enable us to better plan for budget needs based on quantified projected service needs.
4. New Vehicles for Supervisors

New vehicles are being requested to eliminate the practice of employees using their own vehicles for University business, a practice that could be very detrimental to the University should there ever be a serious accident. Each service delivery area in the facilities area is in need of new vehicles. A comprehensive analysis of this area will be conducted to develop a vehicle replacement plan and a new vehicle acquisition plan. This request is for 27 vehicles at an estimated cost of $15,000 each.

5. Graduate Science Center Annualization

In FY 1999-00 we have received $519,000 for five months operating costs. The additional seven months adjustment needed is 652,000. Both of these amounts provided for the utility needs as well as the annual capital renewal reserve requirement (which was initially established at the $300,000 level).

6. Utility Rate Projected Increases for Entire Campus

Due to increases in the cost of Natural Gas, we are currently paying approximately 3% more than the current FY 2000-01 Budget level. Additional funds in the amount of $68,100 will be necessary to fund this increase. Additionally, $96,000 will be needed to restore the 1% interim FY 1999-00 budget reduction. Utility expenses should be considered a “University” expense and should be held harmless from across-the-board reductions.

7. Communication Audit

A critical step in evaluating our organization is to have a communication audit performed. This study will be beneficial in pointing out our weaknesses in communications which contribute to poor accountability and satisfactory completion of tasks. Additionally, the audit will outline measures to better link Facility Services with the University community.

8. Capital Renewal Reserve & Deferred Maintenance

With a large number of very old buildings on campus, an increase in deferred maintenance funds in amount of $400,000 is requested. This estimate is based on approximately $.08 per square feet for E&G space (estimated at 5,000,000 square feet).

9. Annualization for other new Facilities coming on line in FY 1999-00

Will follow-up with Ken on this one and provide needed information.

Total for All Requests $2,441,200
Section VIII: Assessment Plan for FY 2000-2001:

1. **Expected impact**: Board, administration, students, and campus community members will begin to see landscape improvements on campus through the completion of specific maintenance projects that will have high pedestrian visibility.

   A. **Measure #1**: Board, administrative, student and campus satisfaction with site improvements.
      1. **Assessment Procedures**: Survey above mentioned constituencies, before and after photographs.
      2. **Criterion Level**: 80% satisfied with the improvement of campus appearance.

   2. **Measure #2**: Timeliness of work.
      1. **Assessment Procedures**: Review each project for completion with schedule, communication of project plans and scheduled to all affected, contingency planning for weather, unknowns, etc.
      2. **Criterion Level**: 60% satisfaction with schedule and completion of project work.

   3. **Measure #3**: Cost of Work
      1. **Assessment Procedures**: Regularly review each project to insure actual costs are within an approved budget.
      2. **Criterion Level**: 90% of all grounds projects to be within the approved budget including change orders.

II **Expected Impact**: The cleanliness of university facilities will improve.

   1. **Measure #1**: Site inspection to verify cleaning service.
      1. **Assessment Procedures**: Inspect and report weekly, the level of cleaning, condition, and omissions from the normal cleaning schedule.
      2. **Criterion Level**: 80% satisfaction level of customers in those spaces participating in the beta project.¹

   2. **Measure #2**: Timeliness of service.
      1. **Assessment Procedures**: Inspection of areas to insure cleaning was completed on schedule.
      2. **Criterion Level**: 80% satisfaction level with customers regarding the timeliness of services.¹

¹Level of cleanliness and effectiveness of efforts will depend on reports, surveys and resources. The desired outcomes to improve client services will likely take several years not withstanding short term corrective actions.

Section VIII: Assessment Plan for FY 2000-2001 (cont)
III Expected impact: Customers of Facility Services from across the campus should only have to communicate to one number office/website to request and need or service from the department.

1. Measure #1: Facility Representatives satisfaction with the simplification of routing procedures.
   1. Assessment Procedures: Survey building representatives at six months interval.
   2. Criterion Level: 80% of facility representatives satisfied with stream lining.

   1. Assessment Procedures: Conduct an annual review of last years activity to this years to review levels of activity, work loads in each unit, and annual incoming workload analysis.
   2. Criterion Level: 1st year effort. No data is available.

IV Expected impact: Meet with employees twice annually to discuss direction for the organization and ask employees how we can do a better job.

1. Measure #1: Employee satisfaction with improved flow of information and communications.
   1. Assessment Procedures: Survey employees at the end of the year about their reactions to more information.
   2. Criterion Level: 80% satisfaction level with meetings of Director and staff.

2. Measure #2: Quality of Information.
   1. Assessment Procedures: Survey employees quality of information and how it relates to them and the work place.
   2. Criterion Level: 80% satisfaction with the quality of information.

3. Measure #3: Employee Moral
   1. Assessment Procedures: Survey employees about changes in moral due to meetings and with the Director.
   2. Criterion Level: 80% approval of employees that moral is improving.