Our strategic priorities continue to support our service mission and will be carried out utilizing sound leadership principals and using our organizational core values which were updated in the fall of 2013.

Our priorities and actions for FY 2016 will work to complete and advance the following:

1. **Enhance, develop and improve our core services.** We Think, Therefore We Are – Advancing the Physical Stewardship of WUSM through proactive planning, team building and our commitment to a unified service strategy.
   
a. **Culture and Services** – Point of Service Model (One Team, Service Based)
   
   i. Diversity
   
   ii. Community Outreach
   
   iii. Customer Service – key support for School of Medicine departments for their strategic plan, daily physical operations, space planning and chair recruitment projects
   
   iv. Training
   
   1. FMP (15/16)
   
   2. SFP (15/16)
   
   3. DuPont Safety (16)
   
   4. Quality, Sixth Sigma, Other (16)
   
   5. NIMS (Emergency Preparedness) (16)
   
   6. Service as a Culture, meeting customer, staff and visitor expectations (customized training) (16)
   
   7. Continued training on Core Competencies
   
   8. Technology training
      
      a. OSIS
      
      b. PMWeb
      
      c. Cardinal

b. **University Efficiencies** – Review and Process Improvement Activities and Program Development Priority Areas of Focus:

   i. Project Delivery Program improvements, including supplemental program improvements, to include but not limited to Design and Construction Standards, EHS Process, Safety, Business Operations, PM Web Implementation, Physical Planning Process, Capital Renewal Program Automation and In-House Fabrication and Renovation program development

   ii. Key Capital Projects

   1. 4515 McKinley Transition (FY16)
   
   2. Support of BJC Campus Renewal – Continual
   
   3. Support of Off Campus Clinical Planning/Projects - various
   
   4. Mid Campus Center (FY 16-17)
   
   5. EHS/Central Services Transition (FY 17)
   
   6. New residence hall planning (FY 16-18)
   
   7. Capital Renewal Plan (overall program development) (Annual)
      
      a. Facilities Condition Assessment Plan Update (FY 16-18)
   
   8. COH Restacking (Multiple projects and priorities) (FY16-FY19)
   
   9. CAM Restacking (multiple projects and priorities) (FY 16-18)

   10. Medical Education and Supporting Strategy Assessment and resulting project planning (FY 16-18)

   11. ABSL, BSL3 and DCM FCA and resulting utilization study and resulting projects by priority level and fiscal year
a. DCM Capital Five Year Plan Development (FY 16)
12. Tab Extension Project Completion and Transition (FY 16)
13. University IT Physical Planning CIO Physical Planning, 4480 + Addition (FY 16-18)
14. Urban Planning Task Force Roundtable (ongoing)
15. Facilities Demolition (FY 16)
   a. STORZ building
   b. Library Annex
16. Access control systems replacement (FY 16-17)
17. Parking management equipment and software replacement (FY 16)

iii. Operations Service Model Integration (All Areas) which includes select insourcing and outsourcing opportunities within select service areas - Continued collaboration through with the Danforth Campus as well as Barnes Jewish Hospital
   1. Mail Services Program Integration – 2016
   2. Custodial Operations
   3. Operational Collaboration efforts with Danforth
      a. Emergency Management
      b. Engineering contracts and services
   4. Operational Collaboration efforts with WUMC Partners
      a. Transportation and parking
      b. Security Operations
      c. Security Systems
   5. Civil and Public Realm Planning – Program Committee Development (Ursch)
   6. Financial Efficiency Targets: We will continue to strive to utilize common tools and tracking templates for all of our efficiency efforts to ease reporting and updates, and to create a common language as our organization evolves. (See workbook template being utilized to track our efforts).
      a. FY 16 – $1.17M
      b. FY 17 – $500K
      c. FY 18 – $500K

c. Auxiliary Enterprises – Residential, Food Service and Bookstore
   i. Current
      1. Olin Management, quality and financial goals – outline and measure
      2. Food Services, quality and financial goals – outline and measure (FY 16-18)
         a. Partnership with Bon Appetit (Kaldi’s coffee) in new MCC location
         b. Plan for cafeteria support in former Barnes & Noble Café location post-MCC relocation
         c. Food Truck Management
         d. Bon Appetite Catering Expansion
   ii. New - Ongoing
      1. Partnership on University Contract with Danforth bookstore vendor in new MCC location (FY 16-17)
   iii. Business Continuity and Emergency Planning
      1. Roll out of Recovery Contract and supporting administrative process for contract management
         a. FERG
         b. NIMS training
         c. Communication Planning
      2. Business Continuity Planning
         a. Software Integration with Danforth
3. Planning for Joint Public Safety Center – BJH (MCC)
4. Emergency Planning Partnership – Danforth

2. Integrated Technology: Advance our integrated technology strategy to include the FMD work management system, space information (OSIS), project delivery system (PM Web), service intake (Customer Service Center) (across all areas), capital renewal (facilities condition information), physical asset and equipment inventories. This strategy is critical to an integrated facilities management work strategy that, once fully implemented, will allow us to evolve to a fully integrated, service-based, service-centric facilities organization.
   a. Leadership of University Physical Operations IT Governance (Hopkins)
   b. OSIS/Research Program Support – planning & technology in partnership and in support of VCR of Research (Seifert)
   c. Bench Space Analysis Development and Reporting Support (Seifert)
   d. Rent for Space Planning and Reporting Support (Committee)
   e. Executive Faculty Space Committee Support (Committee)
   f. Replacement of equipment of Service Now with the fully integrated University and WUMC Maximo Work Order system (16-18) Under review
   g. PM Web Implementation (Orbino)
   h. Transportation and Parking Software (Ursch/Seifert)

3. Organizational Development
   a. People – Staff Development and Resource Planning
      i. Performance Management
         1. 100% goal setting
         2. 100% performance appraisal completion
         3. FMD Training Program Support (ELT)
      ii. Resource (people) Development (training, communications, resources, recognition)
      iii. Workload leveling – against metrics in all applicable areas
      iv. Staffing plan management - ongoing
      v. Succession Planning focused on leadership core competencies which we have defined as showing advanced competencies in the following areas:
         1. Finance and Business
         2. Communications and Technology
         3. Leadership and Service
         4. Decision Making, Problem Solving and Analytical Areas
         5. Project Management and Planning
         6. Customer Service
         7. Organizational Skills, Including Multi-tasking
   b. Diversity & Inclusion
      i. Cultural, Community Based & Social
      ii. Contractor and Professional Services WBE, MBE
      iii. Gender and Minority Diversity in Key staffing areas (technical trades, leadership)
      iv. Summer internship program with college student of low income and diversity
      v. Ongoing management of Campus Lactation Room Program
      vi. Affiliate Organizations for Planning and Capital Projects - Community
         1. AIA, NSPE/MSPE/Engineers Club
         2. SCUP, BOMA, ASA, SLCCC, Construction Collaborative, AGC, Masonry Institute
         3. College Bound Program with High School Students from under performing schools with aspirations of attending college
   c. Safety, Sustainability and Communications – furthering safety, energy, environmental and communications initiatives by integrating these activities and strategies into our
operational business process and activities. We will formalize our communications and marketing plan to advance our organization and will work to continuously support these priorities, understanding their importance to all of our services, daily operations and strategic initiatives.
Washington University School of Medicine (WUSM)
Facilities Management Department Mission

Our Service Mission: Pride in Service, Do the Right Thing

Provide responsible stewardship for the long term preservation and growth of Washington University School of Medicine’s physical assets while working to ensure a safe, welcoming and high-quality environment for students, faculty, staff and visitors in support of the School’s mission of clinical care, research and education.

Our Organizational Core Values (PRIDE)

Professionalism, Respect, Integrity, Dedication & Excellence

Principles & Practices – How Do We Apply Our Values Each Day?

We will act with Professionalism at all times by being approachable, supportive and accountable. We will take responsibility for the quality and completion of our work, accept personal responsibility for our actions and strive to solve problems.

We will show Respect for ourselves and for others by showing compassion and empathy, respecting each experience for what it is (practicing civility at all times), not judging or promoting gossip.

We will act with Integrity by being honest, trustworthy and doing the right thing.

We will serve WUSM and the surrounding community with Dedication by acting as stewards of the environment, ensuring that all physical assets are turned over to the next generation with an increased value.

Our work will be done with the goal of Excellence – we will develop a unified facilities and safety services organization that is customer-service focused and strives to become the benchmark that all other medical schools will want to model.