[QUEST FOR EXCELLENCE STRATEGIC GOALS]

Operations & Facilities Management Department

Washington University in St. Louis
SCHOOL OF MEDICINE

Operations & Facilities Management
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Washington University School of Medicine (WUSM)

Operations & 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.
Strategic Priorities Overview

Our strategic priorities continue to support our service mission and will be carried out utilizing sound leadership principals and using our organizational core values.

Our priorities and actions for FY 2017, are part of a multyear plan (2015-2020) and will allow us to complete and advance the following items.

Enhance Develop & Improve 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. We work for People & Place, focused on providing a team based organizational culture which reflects the core values we share in service to the School of Medicine.

Culture and Services

OFMD is committed to developing an engaging and collaborative workplace, where our mission and core values are embraced by employees, customers and management. We will manage our operations in accordance with our core values without exception. Our operations, at all times, will embrace and work to integrate diversity and inclusion, community outreach, quality customer service, sustainability and organizational development strategies.

Diversity & Inclusion

1. We will continue to embrace and support the University contractor and professional services (WBE, MBE programs)
2. Work to increase our recruitment of females and minorities in key staffing areas (technical trades, leadership)
3. Summer internship program with college student of low income and diversity
   a. Develop formal partnership for two interns for FY 19 with Harlem Children’s Zone
      i. One for Business Operations and one for Capital Projects

Service Program Enhancement and Development – Continued Development of the Following Programs

1. PMWeb (Project Delivery)
2. ServiceNow (Work Order Management – Operations)
3. Lactation Room Program
4. Critical Facilities Program (Research Facilities)
5. Food Service & Follett (Auxiliary Services)
Community Outreach

Affiliate Organizations – Community Participation – Continue to support our capital projects team in the area of community outreach and professional development within the St. Louis and Surrounding Communities

a. Capital Projects
   i. SLCCC
   ii. Construction Collaborative
   iii. AGC
   iv. College Bound Program with High School Students from under performing schools with aspirations of attending college
   v. PEOPLE – Networking for MBE/WBE Subcontractors
   vi. Administration
      1. IFMA (FMP) FY 17

University Program Support – Continue to support University Community Outreach Programs by providing dedicated program support for program efforts

vii. PB&Joy Food Drive
viii. United Way
ix. Adams School Supply Drive
x. Holiday Outreach
xi. Shoe Drive
xii. Furniture Donations to Local Shelters and Domestic Programs

Leadership Development – We have planned for and commit to the following training for all members of the OFMD Extended Leadership team

1. NIMS (Emergency Preparedness) (FY 16/17)
2. New Manager Orientation & Civil Treatment for Managers (FY 16/17)
3. IFMA (FMP) FY 17
4. Sexual Harassment Awareness (FY17)
5. Performance Management (FY17)
6. Employee Handbook Training (FY 16)
7. FMD 101 by Service Area (FY 16/17)
8. Targeted Supervisory Training – implement either performance improvement plans or performance development plans and put into place an initial 12-month plan for all supervisory employees in all service areas
Employee Training – TARGETED TRAINING BY APPLICABLE WORK AREA

1. DuPont Safety (FY 16/17)
2. NIMS (Emergency Preparedness) (FY 16/17)
3. Sexual Harassment Awareness (FY17)
4. Basic Computer Training (email and web access for all employees)

Other Priorities

1. Cull Employee Engagement Survey to determine additional organizational improvements and initiatives

University Efficiencies & Process Improvement Activities


Alignment of Project Delivery Process Guidelines with BJH

1. Off Campus Ambulatory
2. On Campus Exterior Finishes
3. Public Realm
4. Vendor Alignment
   a. Signage and Wayfinding
   a. Forest Park Upgrades

Key Capital Projects

Tier 1
1. COH Restacking (Multiple projects and priorities) (FY16-19)
2. CAM Restacking (multiple projects and priorities) (FY 16-18)
3. Support of BJC Campus Renewal – Continual
   a. Support of North Tower Transition and Opening
   b. Support of South Campus Planning

Tier 2
1. 4515 McKinley Closeout (FY 17)
2. Mid Campus Center (FY 16/17)
3. EHS/Central Services Closeout (FY 17)
4. New housing design and construction (FY 16-18)
5. Becker Medical Library Restacking for Medical Education (FY 17-19)
6. Medical Education Non-Library Projects (FY 17/18)
   a. CME Expansion and Renovation
   b. Student and Occupational Health Expansion and Renovation
   c. Chapel Relocation
   d. Interfaith Offices Development
   e. Medical Society Homerooms
   f. Admissions and Diversity Expansion and Renovation
7. Critical Facilities Physical Plan Implementation
   a. CSRB-NTA, 4th floor
   b. CSRB-NTA, building automation and local HVAC upgrades
   c. DCM equipment upgrades
   d. HDR recommendations phase I
   e. DCM Capital Five Year Plan Development (FY 17)

**Tier 3**
1. 4480 Renovation and Addition (FY 16-18)

**Off-Campus**
1. Support of Off Campus Clinical Planning/Projects – various
   a. St. Peters
   b. West County
   c. South County
   d. Illinois

**Other**
1. Creation of EPIC training rooms for medical records conversion (EPNEC & McDonnell PEDS – former bookstore space) – January 2018 to September 2018
2. Central West End Metrolink Enhancement Project
3. TIGER Grant Planning Support – Boyle and Central West End
4. Capital Renewal Plan (overall program development) (Annual)
   a. Facilities Condition Assessment Plan Update (FY 16-18)
5. Planning of new ambulatory building (FY 17-20)

**Operations Service & Program Enhancements (Select Areas)**
1. Custodial Services
   a. Complete leadership transition (Assistant Director & Supervisory Changes)
   b. Develop performance management improvement plan
   c. Modify/improve cleaning model
d. Implement inspection program

2. ServiceNow Program Development across all areas in OFMD

3. Runner Services Program Integration Phase I – FY16-17

4. Operational Collaboration efforts with Danforth
   a. Emergency Management
   b. Elevator contracts

5. Operational Collaboration efforts with WUMC Partners
   a. Transportation and Parking
   b. Joint Public Safety Center
   c. Emergency Management
   d. Urban Planning & Public Realm

6. Financial Efficiency Targets:

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<th>Fiscal Year</th>
<th>Savings</th>
<th>Reinvestments</th>
<th>Net Savings</th>
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<td>2015</td>
<td>$3,071,474</td>
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<td>2016</td>
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7. Health Education Partnerships
   a. Physical Master Plan Implementation
   b. Program Model Integration for Campus meeting, event and classroom space
      i. Development of new organizational structure
      ii. Supporting fee structure
      iii. Supporting process and policies
      iv. Business and communications plans
      v. Security and technology

**Auxiliary Enterprises – Residential, Food Service and Bookstore**

1. Current
   a. Olin Management
      i. Achieve service and financial goals – see FY 17 financial plan
   b. Food Services, quality and financial goals – outline and measure (FY 16-18)
   c. Partnership with Bon Appetit (Kaldi’s coffee) in new MCC location
      i. Partnership with Bon Appetit to transition former Barnes & Noble Café location to Farmstead (spring 2017)
      ii. Food Truck Revenue Management
      iii. Bon Appetit Catering Service Improvements
      iv. Develop and stabilize management relations with Bon Appetit - assign contract liaison
   d. Food Service Program Expansion
      i. McDonnell Pediatric Research Building
      ii. MCC Link
iii. Catering
  e. Auxiliary Services Expansion
     i. FedEx
  f. Bookstore Transition
     i. Transition from Barnes & Noble to Follett as part of the MCC opening (12/16 to spring 2017)

**Business Continuity and Emergency Planning**

1. Emergency Planning
   a. Complete integration of Public Affairs functions into comprehensive Emergency Operations Plan
   b. Integrate International Incident response protocol into the Emergency Operations Plan
2. Facilities Readiness
   a. Recovery contract in place
   b. Facilities Emergency Response Group (FERG) plan reviewed/revised and staff trained
3. WUMC Coordination
   a. WUMC Mass Casualty Plan developed and approved by BJC and WashU
   b. Joint EOC designed and planned for integration into MCC
4. Business Continuity
   a. Hire full-time Business Continuity Program Manager
   b. Complete the initial integration of Fusion Business Continuity software
5. WU Resiliency
   a. New institutional model for Emergency Management developed implemented and staffed
   b. Functional Disaster Exercise planned and executed for University Executive Leadership Team

**Integrated Technology**

We continue to have a goal of an integrated technology strategy.

1. Leadership of University Physical Operations IT Governance
2. Archibus Space System
   a. Upgrade to new version
   b. Replace AI Space
   c. Replace Websurvey
   d. Implement Danforth CAD files
   e. Replace Building Profile System
   f. Convert WUSM manual planning fields to a transactional database
   g. MyReservations staff support
3. Bench Space Analysis Development and Reporting Support
4. Rent for Space Planning and Reporting Support
5. Space Committee & Committee Chair Support
6. PMWeb Implementation Phase II
7. Transportation and Parking Software – replace parking garage revenue management system (Skidata)
8. Implement barcoding system for mail and packages (Brynka)
9. Business Continuity Software Pilot (Fusion Frameworks)
10. HRMS programming changes to support Emergency Management
11. ServiceNow enhancements
12. Access control systems replacement (FY 16-17)
13. Implementation of the Joint Security Infrastructure Technology Programs (access control, radio communications, CCTV, etc.)

Employee Technology Training

1. Archibus
2. PMWeb
3. Cardinal
4. ServiceNow
5. Controls Automation

Organizational Development

People – Staff Development and Resource Planning

1. Performance Management
   a. 100% goal setting
   b. 100% mid-year performance appraisal completion
   c. 100% end of year performance appraisal completion
   d. Standardizing all performance management forms and supporting guidelines, including annual performance calendar
   e. Implement annual merit process (standardize)
   f. OFMD Training Program Support (ELT)

2. Training
   a. DuPont Safety (FY 16/17)
   b. Structural Assessment Volunteer Evaluation (SAVE) Training for Project Managers
   c. New Manager Orientation & Civil Treatment for Managers (FY 16/17)
   d. IFMA (FMP) FY 17
   e. Targeted Core Competency training (FY 17)
   f. Technology training
      i. OSIS/Archibus
      ii. PMWeb
      iii. Cardinal
   g. Employee handbook training (FY 17)
h. Sexual harassment training (department wide)
i. Emergency Management training
   i. National Incident Management System for all levels
   ii. Facilities Emergency Response Group (FERG)
   iii. Emergency Operations Plan
j. Performance Management
k. FMD 101 by service area
l. Develop an OFMD New Employee Orientation Program by spring 2017 (implement by FY 2018)
   i. Focus group
   ii. Program outline
   iii. Formalize task committee
   iv. Develop new orientation program plan
m. Cull Employee Engagement Survey to determine secondary employee training needs
n. Implement a formal goal template with an understanding of supporting training needs, a performance development plan or a performance improvement plan as applicable for all supervisory staff in all service areas
o. Professional Development/Other
   i. Affiliate Organizations for Planning and Capital Projects – Community
   ii. AIA, NSPE/MSPE/Engineers Club
   iii. SCUP, BOMA, ASA, SLCCC, Construction Collaborative, AGC, Masonry Institute
   iv. College Bound Program with High School Students from under performing schools with aspirations of attending college
p. Staffing Plan and Workload Leveling – against metrics in all applicable areas
q. Succession Planning focused on leadership core competencies which we have defined as showing advanced competencies in the following area
   i. Finance and Business
   ii. Decision Making, Problem Solving and Analytical Areas
   iii. Project Management and Planning
   iv. Customer Service
   v. Decision Making, Problem Solving and Analytical Areas
   vi. Project Management and Planning
   vii. Organizational Skills, Including Multi-tasking

Communications

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.

1. Staff Communications
   a. One on One meetings with staff/supervisors – ELT – minimum of once a month
b. Service area staff meetings – minimum of once a month
c. Safety meetings (sometimes consolidated with staff meetings)
d. Safety Committees
e. Engineering safety meetings – once a month
f. Custodial safety meetings – biweekly
g. DuPont training – biweekly and as needed
h. Safety training (with EHS)
   i. Engineering – quarterly
   ii. Custodial – annual
   iii. Mail & Receiving – annual
i. Quarterly Town Hall meetings
j. Planning and project team meetings – monthly
k. Planning Studies or Project Specific Communications
l. Annual performance report – website
m. Annual Quest for Excellence Strategic Goals
n. Annual Employee Engagement Survey
o. Performance Management meetings
   i. Mid-year (short form)
   ii. End-year (full form)
p. Ad Hoc meetings (as needed)
q. Front Line equity compensation plan – FY 17 – 19
r. Extended Leadership Team monthly meetings and related communications
s. Senior Leadership Team monthly meetings and related communications
2. Customer Communications
   a. Weekly OFMD communication
   b. Ad hoc communications by topic
c. Sustainability Newsletter – monthly
d. Record articles
e. Service Guide
f. Project Delivery Guide
g. Annual Customer Service Survey
3. Safety & Sustainability – furthering safety, energy, environmental and communications initiatives by integrating these activities and strategies into our operational business process and activities.