

**Fiscal
Year
2020 -
2025**

Washington University
School of Medicine

[DEPARTMENTAL STRATEGIC GOALS]

Operations & Facilities Management Department



**Operations & Facilities
Management**

Table of Contents

- Executive Summary2
- I. Mission & Core Values2
- II. Culture & Services3
- III. Business Operations6
- IV. Key Capital Projects7
- V. Technology Program Enhancements8
- VI. Public Safety & Emergency Planning8
- VII. Facilities Operations9

Executive Summary

Our strategic priorities are carried out using our organizational core values in support of our service mission. We update our goals annually and measure them by utilizing Key Performance Indicators. Our priorities and actions for FY 20-25 are part of a continuous multi-year plan.

I. **Mission & Core Values**

Mission: The staff of the Operations & Facilities Management Department (OFMD) strive to 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 missions of clinical care, research and education.

Organizational Core Values: PRIDE

Professionalism, **R**espect, **I**ntegrity, **D**edication & **E**xcellence

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.

In alignment with our mission and core values, we also support and train annually on the [Climate of Mutual Respect Policy](#). It is essential to our success that our employees feel valued, supported and empowered. We believe and support strongly the implementation and effectiveness that is intended through the integration of our core values in our actions, words and work. The department has integrated these values and expectations into its job postings and believes its values are the foundation of the team based service model.

II. **Culture & Services**

The Operations & Facilities Management Department (OFMD) is committed to developing an engaged and collaborative workforce, where employees and management embrace our mission and core values. We manage our operations by our core values without exception. At all times, we embrace and work to integrate diversity and inclusion, community outreach, quality customer service, sustainability, and organizational development strategies into our daily operations.

People are the reason we do what we do. They are how we do what we do and that is why we are deeply committed to the development and empowerment of our workforce.

Diversity & Inclusion

1. We will continue to embrace and support minority and women-owned businesses.
2. We will work to increase our recruitment of females and under-represented minorities in key staffing areas including technical trades, project management, public safety and leadership.
3. We will conduct an annual training session for all employees related to diversity and inclusion.
4. We will continue to manage, develop, and support the campus community by providing leadership and advocacy for the campus lactation program, gender-neutral inclusion spaces and cultural spaces.
5. We will provide leadership support for community diversity initiatives (SLCCC, AGC, SLATE, and PEOPLE – Networking for MBE/WBE Subcontractors).
6. We will work with the local Union Construction Trades (AGC, Trade Schools, City STL organizations) on their various apprenticeship programs to increase diversity in their workforce.

Performance Management & Staff Development

1. Performance Management
 - a. 100% goal setting
 - b. 100% midyear performance appraisal completion (short form)
 - c. 100% end of year performance appraisal completion
2. Employee Training Program
 - a. Continue OFMD New Employee Orientation Program
 - b. Complete annual Employee Engagement Survey
 - c. 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

- d. Support of IFMA certification (future years TBD)
- e. External coaching and team development activities (as applicable)
- 3. Continue development of [leadership core competencies](#)
- 4. Annual staff planning and workload leveling – against metrics in all applicable areas
- 5. Succession planning

Departmental Communication

We will formalize our communication 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 Communication
 - 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. Facilities Operations leadership meeting across all areas
 - h. DuPont training
 - i. Annual Safety training (with EHS)
 - i. Engineering – quarterly
 - ii. Custodial – annual
 - iii. Mail & Receiving – annual
 - iv. Capital Projects – annual
 - j. Informational Town Hall meetings (as needed)
 - k. People & Place monthly sessions
 - l. Planning studies or project specific communication
 - m. Annual and midyear performance report
 - n. Annual strategic goals
 - o. Performance management meetings
 - i. Midyear (short form)
 - ii. Year-End (full form)
 - p. Ad hoc meetings (as needed)
 - q. Front line equity compensation review for FY 20-25 – in support of University minimum wage changes
 - r. Leadership Teams (meetings and related communication)
 - i. Extended Leadership Team Core - meetings every two months
 - ii. Extended Leadership Team - quarterly meetings
 - iii. Senior Leadership Team Core - biweekly meetings
 - iv. Senior Leadership Team Extended - meetings every two months
2. Customer Communications
 - a. Weekly OFMD communication
 - b. Ad hoc communications by topic

- c. Sustainability newsletter – monthly
- d. Record articles – project, planning and safety focused
- e. Annual Service Guide – updated annually
- f. Annual Project Delivery Guide – updated annually
- g. Annual customer service survey
- h. Program communications (continue to communicate on these activities and strategies to our customers as applicable)
- i. Thrice weekly Protective Services Incident & Activity Summaries
- j. Website

Service Program Enhancements

1. Physical Planning Strategic Program Development (utilization studies and 5-year rolling physical space plans campus-wide)
2. Workload leveling for Physical Planning and Capital Projects (team expansion, recruiting, training and project delivery/planning KPIs)
3. Business and process improvements for in-house construction (under review)
4. [Auxiliary Programs \(Food Service, Follett, Fedex, Housing\)](#)
5. Campus Physical Planning & Renewal Program
6. Campus Real Estate
7. Capital Planning
8. Community Outreach (United Way, School Supply Drive, WUMC Holiday Outreach, Food Donation Drive)
9. Continuing cooperation and partnering with campus security partners
10. Critical Facilities Program (Research Facilities)
11. Customer Service Management Program (annual survey, service levels, KPIs, campus communications)
12. [Design Standards](#)
13. [Education and Campus Support Services](#)
14. [Emergency Planning & Business Continuity](#)
15. [Employee Education & Training Program](#)
16. [Employee Performance Management Program \(annual goals, evaluations, development plans, merit, leadership development\)](#)
17. [Employee Recognition Program](#)
18. Executive Faculty Space Committee (phase I-III rent for space program development and implementation)
19. [Lactation Room Program](#)
20. [Pedestrian & Vehicular Safety & Education Program](#)
21. [Project Delivery Program](#)
22. Public Realm
23. Quality Control Program
24. Relocation & Planning Services
25. [Service Center Integrated Planning – reset targeted staffing and business objectives; align with Business Operations review and departmental improvements](#)
26. [Sustainability Program](#)

27. [Transportation & Parking Program](#)
28. Locks, keys and access control program review

III. **Business Operations**

Accounting Operations

1. Financial management through reporting and budgeting with OFMD service partners providing quarterly budget reviews and annual reporting
2. Annual review of fees for OFMD Internal Service Providers (ISP) to include:
 - a. Capital Projects
 - b. Facilities Engineering
 - c. Mail and Receiving Services
 - d. Protective Services & Emergency Management
 - e. Fabrication Shop
 - f. In House Renovation
 - g. Transportation & Parking
 - h. Key Shop
 - i. Custodial
 - j. Grounds & Public Realm
 - k. Education & Campus Support Services
3. Transition to MyDay for financial reporting by FY21
4. Complete Living Wage Compression study and implementation planning to achieve the FY22 University Living Wage Strategic Goal
5. Develop career path for employee advancement & retention opportunities
6. Identify and implement a supply inventory system for ordering and reporting

Capital Project Accounting and Controls

1. Project reporting, current and historical, for performance reporting, building investment information, cash flow analysis, and ad hoc reporting
2. Support Capital Projects & Physical Planning team to deliver high quality services and effective financial management of projects
3. Transition to MyDay for Capital Project financial reporting FY21
4. Develop career path for employee advancement & retention opportunities

Education & Campus Support Services

1. Continue to focus on revenue management to achieve financial targets for FY20-25
2. Continue to improve access and utilization for FY20-25
3. Continue to market meeting coordination professional services
4. Achieve commission targets for Auxiliary partners
5. Implement a rolling 5-year plan for shared space renewals to align with AV renewals

6. Quarterly communication with program updates to campus stakeholders
7. Develop career path for employee advancement & retention opportunities

Education Services & Technology

1. Implement a rolling 5-year plan for AV renewals in shared space with WUIT
2. Identify and implement a new work order system
3. Identify and implement a new room reservation system
4. Continue to partner with OE leadership and student groups to support teaching mission of the university
5. Provide a customer support service model for Operations & Facilities Management Department and University departments with team members who serve as partners to customers and work to resolve issues
6. Develop career path for employee advancement & retention opportunities

Auxiliary Enterprises Specific 5 Year Targets

1. Food Services – achieve quality of service and financial goals – these are outlined and measured annually according to our program plan
2. Catering program expansion & supporting improvements
3. FedEx and Follett revenue and program improvements – need to move toward meeting revenue goals and business objectives or right-size services (in review)
4. Core Housing Partnership with Quadrangle to lease all new housing units at 718 and 818 and proactively manage short term stays in Olin Residence Hall
5. Transportation & parking
 - a. New garage/site development
 - i. Newstead Garage
 - ii. Cancer Center Garage
 - iii. Parkview Lot
 - iv. 1234 S. Kingshighway Lot
 - b. 10 year revenue plan
 - c. Kingshighway surface parking development with supporting shuttle/security program
 - d. Pedestrian crosswalk improvements
 - e. Campus communication plan
 - f. T&P Business & Program Plan

IV. *Key Capital Projects*

1. New Cancer Center and Cancer Center Garage
2. Newstead Streets Improvements
3. Softening of Taylor Avenue
4. CAM Restacking (pending program development)
5. 4370 Duncan Avenue Research Building with Supporting Newstead Garage

6. Central West End MetroLink Enhancement Project
7. 1234 S. Kingshighway Building, and offsite parking
8. Support of Campus Renewal South in planning and decommissioning of Queeny Tower including utility disentanglement
9. Offsite clinical practices

V. *Technology Program Enhancements*

1. PMWeb (Project Delivery) – complete an additional phase of PMWEB enhancements that include report enhancement and automation
2. ServiceNow (Work Order Management – Operations) – pursue an upgrade of ServiceNow in collaboration with WUIT as our primary work order system
3. Archibus/OSIS – complete an additional phase of Archibus/OSIS enhancements that include report enhancement and automation
4. Smarking (new transportation project) – critical project is delayed, but remains a key priority
5. Support University’s move to [MyDay](#)

VI. *Public Safety & Emergency Planning*

Business Continuity & Emergency Management

1. Emergency Planning
 - a. Finalize a university Recovery Plan to guide the restoration of critical infrastructure, facilities, services and programs impacted by a disaster.
 - b. Develop procedures to implement Emergency Support Functions as they activate within the WashU Emergency Operations Plan.
2. Business Continuity
 - a. Finalize Continuity of Operations Planning Framework
 - b. Through the formal five step continuity planning process, complete development of continuity plans for primary departments that directly support university essential functions in accordance with EMAP standards
3. Training & Exercises
 - a. Continue implementation of plan orientations and tabletop exercises with ESF partners
 - b. Continue to conduct trainings and exercises with university leadership and the CMT
4. Operational Readiness

- a. Enhance readiness of the Emergency Operations Center with tools and standard operating guidelines that enable personnel to effectively collaborate and utilize the resources available.
- b. Continue building joint operational guidelines with Barnes Jewish Hospital for the Joint Emergency Operations Center, specific to incidents affecting the medical campus.

Crime Prevention & Campus Safety Education

1. Address all new community members at respective orientation sessions
 - a. New Faculty Orientation Program
 - b. New Employee Orientations
 - c. New student orientation sessions
2. Offer crime prevention and campus safety to existing community members
3. Hold a minimum of two open “town hall” meetings for all WUSM students
4. Initiate and maintain Joint Public Safety webpage with BJH Public Safety
5. Protective Services’ Facebook page
6. Weekly neighborhood crime summaries for students
7. Improved crime notification system
 - a. Clery Act timely warnings
 - b. Clery Act emergency notifications
 - c. Optional security memos

Campus Public Safety Operations

1. Initiate multi-year process for international accreditation for Protective Services
2. Assess and plan for improvements to the Joint Public Safety Center FY21-25

VII. *Facilities Operations*

Safety

1. Continue to develop the Safety Committee for each division.
2. Continue to implement the STOP program.
3. Continue to implement the Safety Matters Program.

Quality Control

1. Increase the inspection coverage by 10%.
2. Complete 40% of the common space assessments.
3. Develop program(s) to support Rent for Space.

4. Continue to support, Building Profiles, and Common Space Capital Renewal.

Service Levels Agreements

1. Continue developing programs for each agreement and develop an execution timeline.
2. Update Off-Campus Agreements in Custodial, maintenance, utilities, and capital renewal.

Capital Renewal

1. Work with Capital Projects Department to further formalize the process.
2. Continue to develop Building Profiles for each of the buildings on campus.
3. Continue to update the Facilities Condition Assessments for the buildings on campus.

Critical Facilities

1. Develop and implement a commissioning light program that will verify performance of all ABSL3/BSL3s on an annual basis per CDC recommendations.
2. Upgrade BJCIH B120 and McMillan 1103 in FY20. Upgrade McDonnell Sciences 562, and McDonnell Pediatric Research building 7303 Diamond Lab within the next 5 years.
3. Assist in the siting, development, and installation of future ABSL3/BSL3 facilities.

Custodial Services

1. Continue to improve the culture within the department focusing on leadership development.
2. Through the Quality Control and Inspection program, increase the campus cleanliness rating from 85% to 87%.
3. Further develop Work Routes and Cleaning Rates by space type.
4. Develop and implement the Sustainability Champions program.

Facilities Engineering

1. Continue to improve the In-House and Machine Shop's business processes and insure budget neutrality.
2. Achieve 100% staffing in the Machine Shop, In-House, Computer Room, Controls Group, and General Maintenance departments.
3. Complete the Air Handler Optimization Program and identified achieved savings in carbon and cost.

4. Develop and implement Fire Alarm Testing and Hot Work Permit Standard Operating Procedure.
5. Develop and implement technical service support for Protective Services Technology.

Utilities and Infrastructure

1. Further develop and implement succession planning and vacation backup for leadership.
2. Continue to improve the elevator contractors through aggressive contract management and KPI development and tracking.
3. Complete a facilities renewal and capital renewal for the utilities infrastructure.