Facilities Planning and Management
Strategic Plan for 2011-2015

IOWA STATE UNIVERSITY
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Facilities Planning and Management
Strategic Plan for 2011-2015

“Making Commitments, Keeping Commitments”

Mission

We are professionals who collaborate with our university partners
To develop, operate, and maintain high quality facilities.

Vision

We will earn customer confidence and trust through excellence in service
By making and keeping commitments.

Core Values

Stewardship
We are responsible for the condition of the University’s physical assets.

Accountability
We are accountable to our customers, and to each other.

Innovation
We are innovative and strive to create a better future.

Integrity
We are honest, ethical, and professional.

Sustainability
We are meeting the needs of today without compromising the future.
Modeling Our Core Values

Stewardship
- We create and sustain facilities for academic, extension, and research programs.
- We identify issues and concerns and communicate with our stakeholders, recommending a course of action that addresses current and future needs and expectations.
- We analyze needs and resources using systematic, comprehensive, and analytical processes.
- We value the personal and professional development of staff as the foundation of our future.
- We provide services in a diverse environment where people feel safe, personally and professionally satisfied, and realize their value to the organization and University.

Accountability
- We are responsible to our customers and each other while carrying out our daily duties.
- We promote a safe and healthy work environment.
- We take pride in being competent, knowledgeable, trustworthy, and dependable.
- Decisions at FP&M will benchmark our progress to provide value and promote fiscal responsibility.
- We accept critique, and continuously improve.
- We respond to emerging opportunities and emergencies by being prepared, committed, agile, and flexible.

Innovation
- We develop new ideas that move service, concept, and strategy into action to create new value to the University community.
- We value a culture that embraces new ideas and risk taking to stay on the leading edge, never being complacent, and continuously improving.
- We collaborate to integrate best ideas and practices.
- We strive for an environment where people can use their imagination and talents to create a better future.

Integrity
- We make decisions and take actions in a manner that is fair, honest, ethical, and professional.
- We expect our actions to be consistent with our words.
- We understand our legal and moral obligations and act accordingly.
- We treat all people with dignity, courtesy, and respect.
- We recognize that diversity is an asset, and we seek to understand opinions that differ from our own.

Sustainability
- We create measurable benchmarking for consumption of energy, and waste diversion.
- We reduce energy usage, improve indoor environmental quality and water usage in new and existing buildings utilizing LEED standards and integrated design.
- We reduce rain water runoff from campus utilizing landscape features, plantings, and vegetated roofs on buildings.
- We utilize environmentally safe techniques and products for cleaning of our buildings.
- We support and help expand campus-wide recycling, composting, and other waste diversion programs.
Strategic Priorities and Action Plans

Customer
Improve confidence and trust through making and keeping commitments, and adding value for our customers.

1. Internal Education and Communication
   • Develop a training program and appraisal system that incorporates a component of customer focus for all FP&M employees.

2. External Education and Communication
   • Develop an action plan to provide information to our customers and receive feedback from customers.

3. Customer Definition
   • Review/modify customer survey and recipients list to ensure broad and appropriate representation of customers, and utilize the information to revise business rules as needed.

4. Marketing
   • Develop strategies for marketing our services based on FP&M abilities and customer perceptions.

Human Capital
Create and maintain a performance-based culture with staff that is engaged, professional, and personally satisfied.

1. Staff Recognition
   • Develop a quarterly recognition process for individuals, work groups, and teams.

2. Professional Development
   • Notify staff of new technology presentations through FP&M website.

3. Attract and Retain Outstanding People
   • Create a “visioning” group that would meet annually to identify likely future issues and trends that may require re-positioning or educating our staff to be able to address these future issues.
   • Provide personnel-related development opportunities for managers/supervisors.

4. Work-Life Balance
   • Offer non-work related personal and family development opportunities, social interactions, and fun activities that engage all employees two times a year.

5. Healthy, Safe Work Environment
   • Develop a process that encourages people to report work-place/work-practice health/safety issues.
   • Create an environment that encourages personal wellbeing and personal safety.
Collaboration/Partners - External
Be the partner of choice for the campus community we serve by working together to do something neither could have done alone.

1. **Trusting Relationships**
   - Develop and foster an environment that values and emphasizes long-term, trusting relationships based on mutual respect, common goals, and commitment.

2. **Engagement**
   - Establish partnering groups with campus business and academic units to foster a culture of shared participation and ownership of facilities, and for mutual benefits.

3. **Collaboration and Connection**
   - Develop effective means to communicate who FP&M is, what FP&M does, and what FP&M can do for the campus community, and promote FP&M’s expertise and institutional knowledge.

Collaboration/Partners - Internal
Create opportunities for staff to interact and collaborate.

1. **Staff Development**
   - Create programs for staff promoting a work environment of respect and trust.
   - Utilize “What Managers and Supervisors Need to Know” process, review pertinent FP&M work practices with all managers and supervisors, and improve consistency applying practices.

2. **Culture Change**
   - Identify key services and a measurement to gage the service commitment performance.
   - Develop staff meetings and staff interactions, which embrace an attitude of caring for one another, support for one another, and mentor for one another.

3. **Communication**
   - Request work units to conduct a monthly staff meeting with an agenda that includes a review of monthly FP&M news reports.
   - Each month, the Directors Group identifies news items that are important for all employees to receive.

4. **Education/Marketing**
   - Establish a process improvement focus group to improve key FP&M processes.
   - Develop opportunities that allow staff members to learn more about what others do at FP&M. For example, mini forums or shadowing a process for a few days.
Sustainability
Support the university’s sustainability vision by developing, operating, and maintaining facilities that are sustainable.

1. **Expand and Demonstrate Energy-Related Data**
   - Develop building dashboards to graphically represent real-time building energy consumption for our customers.

2. **Retro-Commissioning**
   - Develop sustainable operating and maintenance procedures for buildings, using LEED existing buildings as a framework.

3. **Establish Infrastructure to Increase Recycling Efforts on Campus**
   - Increase campus recycling efforts through establishment of single-stream recycling and a recycling enterprise.
   - Expand recycling efforts for construction waste to include small construction projects.

4. **Water Management**
   - Continue to explore, develop, and integrate alternatives for water conservation and reuse.

Deferred Maintenance
Create an organizational infrastructure that enables FP&M to successfully plan, develop, and deliver deferred maintenance projects funded annually at a level significantly higher than current funding levels.

1. **Develop a five-year deferred maintenance implementation plan that includes funding allocation plans.**

2. **Develop process work flows that will support the efficient delivery of deferred maintenance projects.**

3. **Identify business rules that are essential to the success of increased deferred maintenance spending.**

4. **Identify organization structure changes and personnel changes that would assure the success of increased deferred maintenance spending.**

5. **Develop a process to prioritize deferred maintenance needs.**