



WHERE TO BE IN '23



THE UNIVERSITY OF
CHICAGO

**Facilities
Services**

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Executive Summary

The Senior Leadership Team initiated the renewal of the 3-year Vision 2020 strategic plan in an effort to promote a continued drive toward excellence through '23. A facilitated development framework was utilized to develop the 3-year Where To Be In '23 strategic plan building off of Vision 2020. The plan breaks down as follows:

THEMES

Where To Be In '23	5
Removed from Vision 2020	0
New	0
Carry Over from Vision 2020	4
Modified f om Vision 2020	1

OBJECTIVES

Where To Be In '23	15
Removed from Vision 2020	1
New	0
Carry Over from Vision 2020	0
Modified f om Vision 2020	15

INITIATIVES

Where To Be In '23	42
Removed from Vision 2020	15
New	6
Carry Over from Vision 2020	4
Modified f om Vision 2020	32

MEASURES

Where To Be In '23	76
Removed from Vision 2020	70
New	13
Carry Over from Vision 2020	25
Modified f om Vision 2020	38

Development Process - Where To Be In '23 Strategic Plan

DEVELOPMENT FRAMEWORK

With the Facilities Services core ideology in place, Where To Be In '23 is a collaborative process involving the collection of information/data, idea generation, disciplined organizing of ideas, and forecasting of future activities. Two people from each unit were appointed to serve on the Strategic Planning Team that developed Where To Be In '23. The group participated in six meetings. Team members were tasked with receiving feedback from members of their units in between meetings. The facilitated development framework is broken down below.

MEETING I - KICK-OFF MEETING

The Strategic Planning Team was briefed on the facilitated development framework and asked to develop a means of gathering information from their respective units after each group meeting.

MEETING 2 - CONDUCT A SWOT ANALYSIS

A facilitated discussion with the Strategic Planning Team was conducted to produce an honest and objective assessment of internal issues and external challenges, also known as the SWOT Analysis.

- Strengths of the department
- Weaknesses of the department
- Opportunities facing the department
- Threats challenging the department

Analyzing the strengths, weaknesses, opportunities, and threats to the department was a critical step in the strategic planning process. Strengths are important as they represent areas of the department to be built upon, and weaknesses are areas to be identified as potential sources for improvement. Opportunities are vital to the future of the department and should be viewed as positive prospects for growth and enhancement, while threats must be identified and addressed in advance, where possible. The Strategic Planning Team identified other critical issues facing the department at this point as well. These included issues that the Strategic Planning Team identified as issues to the health and success of the department, such as the outbreak of COVID-19. The Strategic Planning Team verified the information with their respective units and brought back additional SWOT items that were identified.

The information below was used to validate the major themes that leveraged the department's current strengths to identify opportunities to mitigate perceived or real weaknesses.

STRENGTHS

- Historical/institutional knowledge
- Customer service internal/external
- Pride
- Energy in problem solving
- Strong processes (PM manual, Maximo SOPs, FBS policy/procedure manual)
- Commitment to continued process improvement
- Walk the talk (improvement)
- Committed to staff support and professional development with a structured approach
- Quality workspace and equipment both in technology and tools available in the field
- Communication between technology systems
- Improved training programs
- Improved transparency/communication
- Teamwork and collaboration across the department
- Increased emphasis/and awareness of campus programs such as diversity and inclusion, veterans' services (campus wide)
- Depth in industry knowledge and expertise
- Share information and processes with our peers
- A wide breadth of internal resources
- A strong reputation internationally and amongst peers



WEAKNESS

- Buy-in of technology use
- Inconsistent transparency/communication from/to leadership
- Time available for training
- Implementation of change of turnover process
- Geographic constraint (Harper Court vs. Facilities Building vs. Campus)
- On-boarding process
- Consistency and clarity in process use and implementation across the department
- Effective use of performance management
- Lack of utilization of communication tools (website, toolkit, and email)
- Recharge process

OPPORTUNITY

- Communication of benefits of university employment (nice place to work and create a desirable environment)
- Increase diversity at all levels, women in the trades, minority candidates, community hires
- Platform for employees to evaluate supervisors and managers
- Recruitment of more vendors that qualify for WBE/MBE
- Increase collaboration with procurement
- Empowerment and coaching/training
- Increase succession planning
- Increase communication opportunities to/from leadership
- Increase trust/role clarity/break down internal silos
- Revise onboarding
- Internal training platform
- Celebrate success in work completed
- Expand homebuyer and rental program, leverage community partners
- On campus housing
- Increase transportation to campus and the other FS buildings
- Improve integration between systems
- Increase collaboration
- Cross-train
- Enhance culture by celebrating each other
- Untapped data collection and analysis potential

THREATS

- Communication university wide (e.g., long term plans, status of properties, clear direction that allows for stewardship of resources)
- Trades labor shortage
- Multi-generational workforce
- Limited pool of WBE/MBE
- Budget constraints
- Cost of living near campus
- Commuting to campus
- Time it takes to fill a position
- Merit increase program
- COVID-19

MEETING 3 - VALIDATE VISION, MISSION, AND VALUES

A facilitated discussion with the Strategic Planning Team was conducted to review the existing Vision, Mission, and Values:

- Vision statements describes the way the department views itself in the future
- Mission statement describes the purpose for which the department exists
- Values enumerate the principles or ideas that are important to the members

The Strategic Planning Team reviewed the existing Vision, Mission, and Values, to determine if they were still valid and how they could Be Incorporated strategically into planning and goal setting for the next three years. Each team member was encouraged to participate in order to stimulate challenging thought processes, prevent tangential discussion, and move the group to consensus. The Strategic Planning Team was then asked to verify their work with their respective units and report back. The Vision and Mission stood. There was an additional Core Value added. The 5 Strategic Themes remained the same.

OUR MOTTO: BUILD AND MAINTAIN EXCELLENCE

OUR MISSION: TOGETHER, WE CREATE AND SUSTAIN ENVIRONMENTS TO ADVANCE THE MISSION OF OUR UNIVERSITY

OUR VISION: A NATIONAL LEADER IN HIGHER EDUCATION FACILITIES MANAGEMENT

OUR VALUES: RESPECT · SAFETY · RESPONSIVENESS
QUALITY · COLLABORATION
ACCOUNTABILITY · INNOVATION

MEETING 4 - DEFINE GOALS AND OBJECTIVES

A facilitated discussion with the Strategic Planning Team involved:

- Establishment of departmental goals that address the identified concerns of external and internal clients over a three-year time frame (2021-'23)
- Each goal requires the development of one or more measurable objectives to describe the criteria by which an outcome is judged complete or successful
- Development of associated tasks for each goal and objective utilizing the format of identified measurable criteria
- Development of reasonable time for completion

The goals and objectives established during the last strategic planning cycle are measurable tools and should be updated on a continuous basis as priorities change and as specific goals and/or objectives are achieved. Those goals and objectives were used to identify what has been achieved and to denote changes within the department. Additional goals and objectives were added based on the results of the SWOT analysis. The Strategic Planning Team verified their goals and objectives with their respective units and reported back.

MEETING 5- DEFINE PERFORMANCE MEASUREMENTS AND STRATEGY MAPPING

The Strategic Planning Team determined the key performance indicators that are currently being tracked assist the department in measuring progress toward the new departmental vision. This is an ongoing process, and may initially involve concepts or performance measurement that will require modifications in the collection of necessary data as the department becomes more focused on measuring achievement and outcomes.

The Strategic Planning Team developed a strategy map depicting a high-level intersection of goals set by SLT and developed in the strategic plan, identifying measurable objectives to support those goals and the actions necessary to outachieve them.

MEETING 6 - REVIEW THE FINAL STRATEGIC PLAN REPORT

The format of the final strategic plan report is similar to VISION 2020 allowing continuity of methods used to track progress.

The process used to develop Where To Be In '23 allowed the members of the Strategic Planning Team to interact with their units to gather information and generate buy-in. The group was committed to open and honest dialogues. Through a process of hearty collaborative debates, five themes (or goals) emerged as the focus for the FS Team. Major objectives – which support achieving the themes – were identified and agreed upon. The Strategic Planning Team developed initiatives and measures. The 42 Initiatives and 76 Measures were further refined by distributing the initiatives over a three-year period.

The end result is a comprehensive plan that exemplifies Facilities Services commitment to upholding the University's mission.

Where To Be In '23 Strategic Plan

The chart below provides an overview of the core ideology, themes, objectives, and initiatives. Within each initiative includes a detailed measure, and the unit responsible. It is intended to serve as a visual reminder and guide for the continued and collective efforts needed to achieve the vision of becoming a national leader in higher education facilities management.

Definitions of key terms are provided below:

- Themes serve as the core focus for the Where To Be In '23.
- Objectives describe how the themes will be operationalized.
- Initiatives are projects/programs/significant tasks that are needed to support the objective.
- Measures are what we agreed represented success.



INITIATIVE	MEASURE	UNIT
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THEME I - INVEST IN EMPLOYEE SUCCESS

OBJECTIVE 1.1 - Invest in Training and Professional Development

Allocate budget and opportunities for staff to attend training	Staff participation in training sessions, meetings, and conventions. Consider webinars and lynda.com ect. Develop a tracking system and relative KPI.	SLT
	Create a program for quarterly lunch and learn utilizing internal and external sources. Incorporate cross unit training opportunities.	FBS
Leadership and staff representation at professional events	Submit presentations to national and regional conferences.	FBS, OPS, CPD, CPS
Ongoing maintenance and promotion of online employee toolkit	Promote employee toolkit use. Benchmark current traffic to show increase over time.	FBS
	Add at least one training resource to the toolkit per quarter.	FBS
Ongoing enhancement and promotion of the professional development program	Promote use of the Professional Development Program.	FBS
	Identify career tracks and establish core competencies for potential promotability within each career track. Establish measure with each unit.	FBS
Use CATT's or CANVAS information for validity and compliance	Input employees in CATT's or CANVAS to track all training attended by staff members and set annual technical training goals for all frontline workers.	OPS

OBJECTIVE 1.2 - Promote Positive Employee Morale and Engagement

Continue Employee Feedback Survey	Employee Feedback Survey is initiated annually and historical trends are tracked and distributed.	FBS
	Make results available to staff and provide strategic recommendations regarding resolution/recognition of trends.	SLT
Seek employee feedback	Promote the virtual suggestion box.	FBS
	Reformat the virtual suggestion box to offer an optional fillable field for response.	FBS
Recognize employees for individual and group achievements	Increased communication regarding nomination processes for recognition programs for individuals and groups (may include community service) such as Safety, Spot, Keller awards.	FBS
	Provide recognition for participation in Ronald McDonald House, Build for Chicago, and other community engagement efforts.	FBS
	Provide information for other community involvement programs like coat, toy and food drives, etc.	FBS
Onboarding/Off-boarding of staff	Continue to improve new employee orientation through creation of FS Video, and ensure consistent onboarding process for all units.	FBS
Celebration of workplace culture	Acknowledge and visibly recognize the University's calendar of observed events with props, emails, posters, and cool signs.	FBS

INITIATIVE	MEASURE	UNIT
THEME I - INVEST IN EMPLOYEE SUCCESS (cont.)		
OBJECTIVE 1.3 - Provide Technology, Tools, Equipment, and Application Training		
Enhance campus Wi-Fi	Create a needs sheet, prioritize for all of campus, and develop implementation strategy with a focus on mechanical rooms.	CPS, OPS

THEME 2 - IMPACT AND ENGAGE COMMUNITY

OBJECTIVE 2.1 - Support Local Communities and MBE/WBE Through Workforce Hiring		
Promote hiring from the local community	Promote local hiring from mid-south neighborhoods surrounding the campus. (Douglas, Grand Boulevard, Greater Grand Crossing, Hyde Park, Kenwood, Oakland, South Shore, Washington Park, and Woodlawn).	CPD, FBS
Provide representation at workforce network events	Leadership and staff participation, % of events to # of participants.	CPD
Support and endorse the University's MBE/WBE program participation goals	Meet 35% MBE and 6% WBE participation goals.	CPD
	Participate in mentor protégé (capacity building partnership) programs.(Business to business mentor/protégé relationships)	CPS
Increase impact of internship programs in local community	Participate in mentor/protégé capacity building partnership programs in the 7 mid-south neighborhoods surrounding the campus.	FBS
	Contingent upon funding, provide internships and mentorships geared towards students who have an interest in the disciplines represented in FS.	FBS
OBJECTIVE 2.2 - Engage with Neighboring Communities and Organizations		
Host strategic meetings with neighbors	CPS: Support OCE regarding Campus South. CPD: Participate in meetings with OCE regarding Campus South and Woodlawn Avenue Neighbors.	CPD, CPS
	Engage OCE in community outreach on future projects with neighborhood impact.	CPD
OBJECTIVE 2.2 - Engage with Neighboring Communities and Organizations		
Initiate and participate in charity drives	FS Coat Drive - obtain 50/60 coats.	FBS
	Ronald McDonald House - FS department hosts three evening dinner meals.	FBS
	Food and Toy Drives - Increase participation and number of meals/toys donated.	FBS
Use our skills and resources in larger scope of civic duty	Increase number of interns and frequency of internship opportunity. Establish practice of evaluating effectiveness of matching intern to task.	FBS
	Rebuilding Together - Chicago Increase participation from all units through video production.	OPS



INITIATIVE	MEASURE	UNIT
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THEME 3 - EMBODY SUSTAINABILITY

OBJECTIVE 3.1 - Increase Engagement, Awareness and Participation		
Create a culture of sustainability behavior	Encourage reduced waste events and reduce water bottle usage.	CPS, OPS
Communicate baselines and successes	Create energy web page with public dashboards	OPS
	Conduct annual waste audits and reports. Deliverable is annual waste audit targeting facility type with defined after-action plan (Pilot program has been initiated in Max P.).	OPS, CPS
	Prepare application for EPA 2020 ENERGY STAR Partner of the Year Award	OPS
	Create an interactive campus sustainability map, using Google maps, and post to sustainability.uchicago.edu, Phase 2 and create an app.	CPS
	Develop a University Strategic Sustainability Operations Plan	CPS
OBJECTIVE 3.2 - Reduce Carbon Footprint		
Improve waste reduction, diversion and recycling	Improve diversion rate to 40% by 2021 - Develop cooperative effort between ABM/DFS and Lakeshore, Inventory and Shops to improve diversion rate. Diversion rate for 2018 will be provided then will establish % goal.	OPS
	Evaluate Greenlabs pilot project and determine next steps-WASTE	CPS, OPS
	Complete next laboratory building 5 audits with conservation measures -Evaluate Greenlabs	OPS
	Implement enhanced recycling at Max P and roll out to additional residence halls. Consider additional e-waste disposal site.	OPS, CPS
Conserve resources (energy, water, materials)	Revise Greenhouse Gas emissions reduction plan to align with 50% reduction by 2030.	OPS, CPS
	Develop CUP energy conservation plan to align with 50% reduction by 2030.	OPS
	Update Utility Master Plan	OPS, CPS
	Develop an outline, including programs and projects, for continuous potable water use reduction and economic benefit	OPS, CPS
	Continue development of Project Cowbell	CPS
Develop multimodal transportation strategy	Collaborate with Transportation and Parking to identify near-term and long-term strategies and recommendations to enhance parking inventory options, and to enhance transportation around campus for students, faculty, staff, and visitors.	CPS



INITIATIVE	MEASURE	UNIT
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THEME 4 - PROMOTE ADAPTABILITY, COMMUNICATION, AND COLLABORATION

OBJECTIVE 4.1 - Increase collaboration across units in FS		
Increase CPD and Operations collaboration	Bimonthly meeting held between CPD and Operations.	CPD, OPS
Increase CPS collaboration with OPS/CPD and Vendors	Update FS2 annually.	CPS, CPD, OPS
Increase Business Continuity	Develop a format for advertising new hires to be done consistently	FBS

OBJECTIVE 4.2 - Increase Transparency Through Internal/External Communication		
Develop a communications plan	Completed communication plan that supports the implementation of the strategic plan themes, objectives, and initiatives.	FBS
Enhance communication channels	Identify communication channels to increase department wide awareness of initiatives.	OPS, CPD, FBS, CPS
	Hold a quarterly D&I information update for each unit.	OPS, CPD, FBS, CPS
	Create and provide Inclusion Team Charter to the entire department.	OPS, CPD, FBS, CPS

OBJECTIVE 4.3 - Simplify / Clarify Organizational Structure and Process		
Centralize all policies and procedures	Departmental policies and procedures made available on the employee toolkit.	OPS, CPD, FBS, CPS
Standardize use of unit processes	Establish a standard onboarding, also using toolkit to house unit specific SOP	FBS

THEME 5 - FOSTER STEWARDSHIP AND ORGANIZATIONAL PERFORMANCE

OBJECTIVE 5.1 - Manage Department Service Delivery		
Manage contract services by KPI	Elevators managed by KPI reviews monthly. Targets metrics to be identified and reported.	OPS
	Grounds inspection KPIs will be developed and implemented.	OPS
	Building inspections KPIs will be developed and implemented.	OPS
	Complete a vendor evaluation after each identified project.	CPD
Conduct customer satisfaction review using Maximo POS and CPD survey	Publish results in annual report to campus colleagues by type.	OPS
	Conduct annual Residential Properties (RP) housing satisfaction survey.	OPS
	Conduct annual Residential Housing and Dining (RHD) student survey (CSL).	OPS
Improve service delivery processes	Incorporate ageing invoices reviews, including encumbrances from PO's during monthly BTA meetings.	FBS
	CPD- Evaluate financial model to accommodate changing market trends.	CPD
	Improve KPI for age of workorder by shop and age of workorder by building.	OPS
	PROJECT EVALUATION FORM - Client/peer feedback through the development of 360 feedback	CPD

INITIATIVE	MEASURE	UNIT
THEME 5 - FOSTER STEWARDSHIP AND ORGANIZATIONAL PERFORMANCE (cont.)		
OBJECTIVE 5.2 - Consistent Reliable Data Management		
Use data to promote safety	Safety training compliance reporting with a goal of 100% complete.	OPS
Use space data to encourage efficiency	Bring greater awareness of space usage. (This includes using space standards to communicate opportunities for space efficiency)	CPS
Use data to make key business decisions	Initiate use of Tableau to combine unit level data for use in decision making processes.	CPS
OBJECTIVE 5.3 - Support Department Commitment to Enhance Physical Space		
Establish and communicate protocol for exterior design review	Complete exploratory conversations and develop process or protocol.	CPD, CPS
	Establish and catalog signage program	FBS
Maintain historical integrity	Complete heritage surveys for buildings and major spaces.	CPS
Continued improvement of turnover process	Develop a workflow. Develop and communicate a workflow turnover process including enforcement.	CPD, CPS, OPS
Establish and communicate protocol for master plan design review	Complete exploratory conversations and determine if process or protocol needs to be developed/documented.	CPS
OBJECTIVE 5.4 - Financial Integrity		
Ensure financial accountability	Track value engineering decisions for the future use in long-term costs saving analysis. Engage independent costing to define integral budgets.	CPD
	Implement monthly project financial reporting to track variances, contingencies, and estimates at completeness.	CPD
	Continue Process improvement for capital investment planning model and annual conditions assessments.	OPS, CPS
Develop improvements for financial processes	Update Finance and Business Services policy and procedure manual.	FBS

Each unit is noted below with the number of measures within Where To Be In '23. The SLT section is a special section that should address the two initiatives and related measures.

Summary by Unit	Total
Capital Project Delivery	10
Campus Planning + Sustainability	6
Finance and Business Services	27
Operations	15
Senior Leadership Team	2
Cross Unit Collaboration	20
Total	80

Next Steps

An electronic version of Where To Be In '23 is provided with a filter function that is set up for each FS unit so the user can quickly isolate the objectives, initiatives, and measures established for their respective unit. This document can be used to track progress and to update changes to priorities as needed.

Where To Be In '23 and related charts, files, and posters should be widely communicated and discussed among FS staff. It is important that intentional communication plans are developed to inform and involve the campus community in supporting the achievement of Where To Be In '23. The plans should be dynamic, documented, and referred to regularly to ensure the focus of resources will end in the achievement of the 5 Themes.

Appendix

front

MISSION:

TOGETHER, WE CREATE AND SUSTAIN ENVIRONMENTS TO ADVANCE THE MISSION OF OUR UNIVERSITY

VISION:

A NATIONAL LEADER IN HIGHER EDUCATION FACILITIES MANAGEMENT

VALUES:

RESPECT
 SAFETY
 RESPONSIVENESS
 COLLABORATION
 ACCOUNTABILITY
 QUALITY
 INNOVATION

BUILD AND MAINTAIN EXCELLENCE



back

INVEST IN EMPLOYEE SUCCESS

- Invest in Training and Professional Development
- Promote Positive Employee Morale and Engagement
- Provide Technology, Tools, Equipment, and Application Training

EMBODY SUSTAINABILITY

- Increase Engagement, Awareness and Participation
- Reduce Carbon Footprint
- Implement and Codify Sustainability Practices

IMPACT AND ENGAGE COMMUNITY

- Support Local Communities and MBE/WBE Through Workforce Hiring
- Engage with Neighboring Communities and Organizations
- Perform Civic Duty Through Community Service, Charity and Leadership

PROMOTE ADAPTABILITY, COMMUNICATION, & COLLABORATION

- Increase Collaboration Across All Units In FS
- Increase Transparency Through Internal/External Communication Plan
- Simplify/Clarify Organizational Structure and Process

FOSTER STEWARDSHIP AND ORGANIZATIONAL PERFORMANCE

- Manage Department Service Delivery
- Consistent Reliable Data Management
- Support Department Commitment to Enhance Physical Space
- Financial Integrity



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ACCOUNTABILITY | QUALITY | INNOVATION

THEMES

INVEST IN EMPLOYEE SUCCESS

- 1.1 Invest in Training and Professional Development**
 - 1.1.1 Allocate budget and opportunities for staff to attend training
 - 1.1.2 Leadership and staff representation at professional events
 - 1.1.3 Ongoing maintenance and promotion of online employee toolkit
 - 1.1.4 Ongoing enhancement and promotion of professional development program
 - 1.1.5 Use CATT's or CANVAS information for validity and compliance
- 1.2 Promote Positive Employee Morale and Engagement**
 - 1.2.1 Continue Employee Feedback Survey
 - 1.2.2 Seek employee feedback
 - 1.2.3 Recognize employees for individual and group achievements
 - 1.2.4 Onboarding/Offboarding of staff
 - 1.2.5 Celebration of workforce culture
- 1.3 Provide Technology, Tools, Equipment, and Application Training**
 - 1.3.1 Enhance campus Wi-Fi

IMPACT AND ENGAGE COMMUNITY

- 2.1 Support Local Communities and MBE/WBE Through Workforce Hiring**
 - 2.1.1 Promote hiring from the local community
 - 2.1.2 Provide representation at workforce network events
 - 2.1.3 Support and endorse the University's MBE/WBE program participation goals
 - 2.1.4 Increase impact of internship programs in local community
- 2.2 Engage with Neighboring Communities and Organizations**
 - 2.2.1 Host regular meetings with neighbors
- 2.3 Perform Civic Duty Through Community Service, Charity and Leadership**
 - 2.3.1 Initiate and participate in charity drives
 - 2.3.2 Use skills and resources in larger scope of civic duty

EMBODY SUSTAINABILITY

- 3.1 Increase Engagement, Awareness and Participation**
 - 3.1.1 Create a culture of sustainability behavior
 - 3.1.2 Communicate baselines and successes
- 3.2 Reduce Carbon Footprint**
 - 3.2.1 Improve waste reduction, diversion and recycling
 - 3.2.2 Conserve resources (energy, water, materials)
 - 3.2.3 Develop multimodal transportation strategy

PROMOTE ADAPTABILITY, COMMUNICATION, & COLLABORATION

- 4.1 Increase Collaboration Across All Units In FS**
 - 4.1.1 Increase CPD and Operations collaboration
 - 4.1.2 Increase CPS collaboration with OPS/CPD and Vendors
 - 4.1.3 Increase business continuity
- 4.2 Increase Transparency Through Internal/External Communication Plan**
 - 4.2.1 Develop a communications plan
 - 4.2.2 Enhance communications channels
- 4.3 Simplify/Clarify Organizational Structure and Process**
 - 4.3.1 Centralize all policies and procedures
 - 4.3.2 Standardize use of unit processes

FOSTER STEWARDSHIP AND ORGANIZATIONAL PERFORMANCE

- 5.1 Manage Department Service Delivery**
 - 5.1.1 Manage contract services by KPI
 - 5.1.2 Conduct client satisfaction review using Maximo POS & CPD survey
 - 5.1.3 Improve service delivery processes
- 5.2 Consistent Reliable Data Management**
 - 5.2.1 Use data to promote safety
 - 5.2.2 Use space data to encourage efficiencies
 - 5.2.3 Use data to make key business decisions
- 5.3 Support Department Commitment to Enhance Physical Space**
 - 5.3.1 Establish and communicate protocol for exterior design review
 - 5.3.2 Maintain historical integrity
 - 5.3.3 Implement turnover process
 - 5.3.4 Establish and communicate protocol for master plan design review
- 5.4 Financial Integrity**
 - 5.4.1 Ensure financial accountability
 - 5.4.2 Develop improvements for financial processes