

**2008-2009 Facilities Division (FAC) Business Plan**

The table that follows outlines the actions that the Facilities Division will take to pursue the Department of Administrative Services' goals and strategies.

**Contact Information**

For more information about Facilities planning and performance measurement functions please contact:  
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DAS Goal	Strategy	Tactic	Action	Performance Measures or Checkpoints	Associated KPM	Lead Worker	Initial Targeted Date of Completion
Goal 1: Excellent Customer Service	Foster excellent customer relations	Use data gathered to improve service delivery	1 Review annual DAS customer service survey results and pursue improvement opportunities	Percent of customers rating FAC service as good or excellent. Target: 90%	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Robin Harpster	1/31/09
Goal 1: Excellent Customer Service	Foster excellent customer relations	Hands-on Customer Interaction and 'Closing the Loop' Communications	2 Check in & out with tenants Close the Loop customer communications in work order notes While you were Out' check list and status with customer when they cannot personally contact	Percent of face-to-face contacts Target: 90%. Percent of notes left for customer: 10%	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Phil Teague	Quarterly
Goal 1: Excellent Customer Service	Ensure state government's workforce needs are met	Develop efficient, consistent & well-trained project managers & leasing agents	3 Write and Update comprehensive Leasing manual to incorporate concise & focused guidelines consistent with DAS Strategic Goals.	Leasing Manual will be 50% completed by December 31, 2008,	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Nancy Brown	2/31/08
Goal 1: Excellent Customer Service	Ensure state government's workforce needs are met	Develop efficient, consistent & well-trained project managers & leasing agents	4 Write and Update comprehensive Leasing manual to incorporate concise & focused guidelines consistent with DAS Strategic Goals.	100% completed by June 30, 2009.	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Nancy Brown	6/30/09
Goal 1: Excellent Customer Service	Ensure state government's workforce needs are met	Develop efficient, consistent & well-trained project managers & leasing agents	5 Write and Update comprehensive P&CM Manuals to incorporate concise & focused guidelines consistent with DAS Strategic Goals.	P&CM Manual- Percent completed by end of 2008: 100%	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Ross Waggoner	Quarterly
Goal 1: Excellent Customer Service	Ensure state government's workforce needs are met	Complete Annual and Trial Service Evaluations on time using tracking tool	6 Develop system for tracking due dates and communicating with Managers to ensure Perf Appraisals are done in a timely manner.	Percent of Performance Appraisal done on time Target: 100%	None	Pam Branczek	7/31/08

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Goal 1: Excellent Customer Service	Deliver timely and accurate information	Meet the information needs of our customers	7 Develop a Division brochure with FAQ that meets a broad audience. Develop a customer survey tool for all sections to use to meet management's specific needs for specific customer feedback.	Hire intern by 6/15/08. Brochure and customer survey tool developed by 9/30/08. Target: 100%	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Pam Branczek	6/30/09
Goal 1: Excellent Customer Service	Deliver timely and accurate information	Meet the information needs of our customers	8 Monitor effectiveness of the Project Alert Process through customer survey tool; adapt process if level is below 90% positive.	Percent of customers rating Facilities timeliness & information availability as good or excellent using the customer survey tool. Target: 90%	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Ross Waggoner	6/30/09
Goal 1: Excellent Customer Service	Foster excellent customer relations	Develop online permits for parking program	9 Our goal is to develop process for creating new parking permit system by linking parking data system employee identification and service options based on lot capacities.	Quarterly progress reports with DAS Operations to track progress developing the new permits.	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Odie Vogel	Quarterly
Goal 1: Excellent Customer Service	Foster excellent customer relations	Develop website Q&A link for customers	10 Analyze questions asked of the State Parking email address to develop Q&A information.	Address top 10 inquiries by September 2008; add more items as needed.	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Odie Vogel	9/30/08
Goal #1 - Excellent Customer Service	Deliver timely and accurate information	Work with impacted State Agencies and all identifiable stakeholders.	11 Work with DLCD on re-write of the Coordination Program. .	Updated Coordination Program reviewed quarterly by DLCD & DAS Facilities until consensus is reached.	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Darrin Brightman	6/30/2009

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Goal #1 - Excellent Customer Service	Deliver timely and accurate information	Work with impacted State Agencies and all identifiable stakeholders.	12 Establish CPAB subcommittees and plan development schedules and work with identified stakeholders for each area plan.	2 area plans completed by 9/30/08;	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Darrin Brightman	9/30/2008
Goal #1 - Excellent Customer Service	Deliver timely and accurate information	Work with impacted State Agencies and all identifiable stakeholders.	13 Establish CPAB subcommittees and plan development schedules and work with identified stakeholders for each area plan.	1 area plan completed by 12/31/08; 4 of 8 Area Plans updated by June 30, 2009.	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Darrin Brightman	6/30/2009
Goal #1 - Excellent Customer Service	Deliver timely and accurate information	Work with impacted State Agencies and all identifiable stakeholders.	14 Carry out public hearing process for Area Plans and needed OARs.	OARs developed as part of the Area Plan process and will be completed as the Area Plans are completed.	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Darrin Brightman	6/30/2009
Goal #1 - Excellent Customer Service	Deliver timely and accurate information	Work with impacted State Agencies and all identifiable stakeholders.	15 Work with City of Salem on the Coordination Plan. Establish CPAB subcommittee and develop draft Coordination Plan, work with City work group and outside legal counsel to finalize.	Updated Coordination Plan Initial Policies completed by 9/30/08.	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Darrin Brightman	9/30/2009
Goal #1 - Excellent Customer Service	Deliver timely and accurate information	Work with impacted State Agencies and all identifiable stakeholders.	16 Work with City of Salem on the Coordination Plan. Establish CPAB subcommittee and develop draft Coordination Plan, work with City work group and outside legal counsel to finalize.	70% completion by 6/30/09.	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Darrin Brightman	6/30/2009

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Goal #1 - Excellent Customer Service	Evaluate the potential for virtual documents that are accessible to multiple stakeholders, reduce storage requirements and facilitates easier document tracking.	Develop virtualization process for lease files.	17 Create user friendly forms with links to policies if customer would like more information. Make forms readily available in multiple arenas (website, email, etc.) to ease customer access.	Forms and policies that are most useful will be identified by October 31, 2008	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Nancy Brown	10/31/2008
Goal #1 - Excellent Customer Service	Evaluate the potential for virtual documents that are accessible to multiple stakeholders, reduce storage requirements and facilitates easier document tracking.	Develop virtualization process for lease files.	18 Identify technical needs, financial considerations, product support, training, etc.	Feasibility, technical needs, financial considerations, etc., 100% complete by December 31, 2008	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Nancy Brown	12/31/2008
Goal #1 - Excellent Customer Service	Evaluate the potential for virtual documents that are accessible to multiple stakeholders, reduce storage requirements and facilitates easier document tracking.	Develop virtualization process for lease files.	19 Test a portion of the leases to determine feasibility.	Links to policies 100% completed by June 30, 2009.	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Nancy Brown	6/30/2009

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Goal 2: Effective Policies with Clear Direction	Ensure state government's workforce needs are met	Provide Facilities Supervisory Managers with Performance Appraisal Training	20	Institute Performance Appraisal Guide Training Program for Management.	Training Sessions completed by 12/31/08	4: State workforce turnover—Annual turnover rate for the state workforce	Pam Branczek	12/31/2008
Goal 2: Effective Policies with Clear Direction	Involve key stakeholders in developing policies that affect them	Review Policies	21	Evaluate Division Policies Quarterly, receive tenant feedback, educate tenants on our policies, & make policies more customer friendly. Complete the update of 6 Rules, Policies, or Procedures by June 30, 2009.	Goal is to review four (4) policies per year. Quarterly Target 25% or 1 Policy per Quarter.	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Robin Kirkpatrick	Quarterly
Goal 2: Effective Policies with Clear Direction	Use information to improve policies	Develop Systems Furniture Standards to meet changing business needs	22	Research, coordinate, develop and implement Division specific standards for Systems Furniture	Policy & standards will provide tenants with direction & flexibility to support their programs. Furniture Standards completed by 12/31/08. Target 100%	None	DeeDee Knutson	12/31/2008

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DAS Goal	Strategy	Tactic	Action	Performance Measures or Checkpoints	Associated KPM	Lead Worker	Initial Targeted Date of Completion
Goal 2: Effective Policies with Clear Direction	Use information to improve policies	Develop building Signage Standards to meet changing business needs	23 Research, coordinate, develop and implement Division specific standards updates for Building Signage	Policy & standards will provide tenants with direction & flexibility to support their programs. Signage Standards will be distributed to tenants by 12/31/08. Target: 100%	None	Amanda Singharaj	12/31/2008
Goal 2: Effective Policies with Clear Direction	Use information to improve policies	Update Division Standards to meet changing business needs	24 Research, coordinate, develop and implement Division specific standards updates for the following areas: - Building Lease Space	Policy & standards will provide tenants with direction & flexibility for their programs. Lease space policy & standard update completed by 12/31/08. Target: 100%	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Nancy Brown	12/31/2008

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Goal 2: Effective Policies with Clear Direction	Use information to improve policies	Update Division Standards to meet changing business needs	25 Research, coordinate, develop and implement Division specific standards updates for the following area: - Construction Design	Policy & standards will provide tenants with direction & flexibility for their programs. Construction design standards completed by: 3/31/09. Target: 100%.	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Ross Waggoner	3/31/2009
Goal 2: Effective Policies with Clear Direction	Involve key stakeholders in developing policies that affect them	Provide information to Tenants	26 Invite all Facility Coordinators and Building Contacts from the Capitol Mall area. Send out meeting agenda two weeks ahead of meeting to gain interest. Send out meeting minutes so information can be shared in agencies. Introduce one O&M unit at each meeting to allow tenants to become familiar with them and what they do.	Goal is to have a minimum of ten (10) representatives at each meeting. Target: 90% Goal is to introduce four (4) units per year. Quarterly Target: 25%	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Randy Gengler	Quarterly
Goal 2: Effective Policies with Clear Direction	Use information to improve policies	Provide customers clear, effective policies for services offered	27 Revise parking policies to provide flexible parking and commuting options for all customers	Review policies by 07/31/08;	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Odie Vogel	7/31/2008

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	Use information to improve policies	Provide customers clear, effective policies for services offered	28 Revise parking policies to provide flexible parking and commuting options for all customers	Gather customer input by 10/31/08	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Odie Vogel	10/31/2008
	Use information to improve policies	Provide customers clear, effective policies for services offered	29 Revise parking policies to provide flexible parking and commuting options for all customers	If necessary, revise admin rules by 3/31/09	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Odie Vogel	3/31/2009
Goal 3: Efficient and Effective Government Infrastructure	Provide appropriate oversight and cost containment processes	Ensure costs are competitive	30 Research new performance measures that reflect new or current work processes & analyze against those performance measures annually.	Percent of KPM that Facilities meets or exceeds. Measures include uniform rent costs per square foot as a percent of private market rates. Additional performance measures are being identified. Target: 90%	7: Rent Costs--Uniform rent costs per square foot as a percent of private market rates	Randy Gengler	6/30/2009
Goal 3: Efficient and Effective Government Infrastructure	Optimize performance	Provide tools that support sound decisions	31 Periodically review IT solutions (FC-7, Parking database, Leasing database, Statewide Program databases) to determine they are providing maximum value to division and if enhancements or replacements are needed	Develop analysis tool to evaluate cost & benefit annually.	None	Scott Young	3/31/2009

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Goal 3: Efficient and Effective Government Infrastructure	Optimize performance	Increase energy efficiency in our buildings	32 Monitor Energy Consumption. Conduct energy audits of buildings to ensure policies are followed & efficiencies are met. Work with agency management to remove items not allowed in work areas & prevent them from returning. Educate Tenants of Energy Efficiencies	Initiate various "Impact Days" at the PSOB to quantify actual energy savings for various equipment. Using the information from PSOB, work with other large buildings (one at a time) to implement these tactics. Goal is to work with four (4) buildings this year to change tenants habits to lower energy usage by 2% in these buildings. Target: Qtrly 25% Perform one building audit per month. Target 100%	14: Sustainability—Percentage reduction in greenhouse gas emissions	Elin Shepard	Quarterly
Goal 3: Efficient and Effective Government Infrastructure	Optimize performance	Analyze integrated management & accounting systems that could reduce administrative labor & provide enhanced tools for facilities planning & construction	33 Review existing tools and accounting requirements, and develop a comprehensive and integrated Management & Accounting Systems Conversion Plan	Develop RFP to procure consultant to assess needs and develop a comprehensive integration and conversion plan, Target: 100%	None	Ross Waggoner	RFP by 11/30/08
Goal 3: Efficient and Effective Government Infrastructure	Optimize performance	Analyze integrated management & accounting systems that could reduce administrative labor & provide enhanced tools for facilities planning & construction	34 Develop Management & Accounting Systems Conversion Plan	Procure consultant to develop comprehensive plan. Target: 100%	7: Rent Costs--Uniform rent costs per square foot as a percent of private market rates	Ross Waggoner	Comprehensive Plan by 03/30/09 (dependent on budget approval)
Goal 3: Efficient and Effective Government Infrastructure	Optimize performance	Develop Construction Guidelines for Tenants	35 Develop customer expectations & accountability for all parties involved through a construction project.	Develop procedural guidelines to guide tenants through the "Life of a Project"; creating a positive, efficient customer experience; guidelines will be consistent with DAS Strategic Goals. Target: 100%	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Ross Waggoner,	3/30/2009

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Goal #3 - Efficient and Effective Government Infrastructure.	Provide easy and efficient access to information on land owned by State Agencies.	Development and implementation of Statewide Lands Inventory Database	36 Work with all land owning state agencies to establish the requirements and implementation methodology for a database system containing specific data describing the land holdings of state agencies.	Agreement on methodology by Land Managers for State Agencies by June 30, 2009.	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Fred Lord	6/30/2009
Goal #3 - Efficient and Effective Government Infrastructure.	Provide easy and efficient access to information on land owned by State Agencies.	Development and implementation of Statewide Lands Inventory Database	37 Establish an equitable means of funding the database system.	Agreement on funding mechanism by Land Managers for State Agencies by June 30, 2009.	1: Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"	Fred Lord	6/30/2009
Goal #3 - Efficient and Effective Government Infrastructure.	Track and report changes in tenant occupancies and billing for Uniform Rent in State Owned properties, reduce administrative labor and provide enhanced discrepancy analysis and reporting.	Develop tracking spreadsheet for Uniform Rent adjustments.	38 Develop reporting system(s) to track changes in tenant occupancy & Uniform Rent billing.	Report format developed by 09/30/08. Target: 100%	None	Nancy Brown	9/30/2008
Goal #3 - Efficient and Effective Government Infrastructure.	Provide a seamless transition for Self-support rental agreements into Leasing.	Identify commonalities, develop consistent Leasing procedures.	39 Assess Self-support and Uniform Rent procedures to determine compatibility with existing report structures,	Assessment of needs completed in first quarter.	None	Nancy Brown	9/30/2008

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Goal #3 - Efficient and Effective Government Infrastructure.	Provide a seamless transition for Self-support rental agreements into Leasing.	Identify commonalities, develop consistent Leasing procedures.	40	Assess Self-support and Uniform Rent procedures to determine compatibility with existing report structures,	Create needed procedures identified in the assessment, 50%. Implement and test, 75%, transition completed by 06/30/09, 100%	None	Nancy Brown	12/31/2008
Goal #3 - Efficient and Effective Government Infrastructure.	Provide a seamless transition for Self-support rental agreements into Leasing.	Identify commonalities, develop consistent procedures.	41	Create a consistent, seamless Leasing process for the customer.	Create 50% needed procedures identified in the assessment.	None	Nancy Brown	3/31/2009
Goal #3 - Efficient and Effective Government Infrastructure.	Provide a seamless transition for Self-support rental agreements into Leasing.	Identify commonalities, develop consistent procedures.	42	Implement and test new leasing procedures.	Implement and test 75% transitioned by 9/30/09, 100% by 6/30/09	None	Nancy Brown	06/31/09

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Goal 4: Adaptable Government for Future Generations	Ensure state government's workforce needs are met	Create a productive and diverse workforce	43 Participate in the Oregon Safety & Wellness Initiative	Track workers compensation claims & continue quarterly safety training for employees in high risk positions  Percent of annual number of workers compensation claims per 100 FTE = Target 0%	13: Risk management—Annual number of a) workers' comp, b) liability, c) property, and d) total claims per 100 FTE	Robin Harpster	Quarterly
Goal 4: Adaptable Government for Future Generations	Optimize performance	Increase energy efficiency in our buildings	44 Replace Equipment with Energy Star rated replacements	Replace low efficiency equipment with high efficiency equipment as equipment wears. Goal is to replace 10% of the old refrigerators in our buildings with Energy Star rated ones in 2008.	14: Sustainability—Percentage reduction in greenhouse gas emissions	Phil Teague	3/31/2009
Goal 4: Adaptable Government for Future Generations	Optimize performance	Increase energy efficiency in our buildings	45 Evaluate new energy efficient systems or new products/materials. Train staff in new technology and conduct new product workshops to keep staff informed and able to maintain energy efficient equipment & systems.	Use Alternative Energy solutions, evaluate new energy efficient systems or new products/materials during renovations or maintenance. Consider alternative energy solutions when installing or replacing equipment. Review at monthly Energy Conservation Policy Committee Meeting. Conduct one training session quarterly on a new technology or energy efficient product. Target: 25% Qtrly	14: Sustainability—Percentage reduction in greenhouse gas emissions	Phil Teague	Quarterly
Goal #4 - Adaptable Government for Future Generations.	Establish sustainability goals for DAS Sustainability Program	Identify opportunities to increase sustainable operations within each DAS Division.	46 Investigate impacts, costs, and timeframes for implementing identified operational changes. Prioritize implementation of operational changes on a Departmental\Division basis.	Initial prioritized list of operational changes for each Division completed by March 31, 2009.	14: Sustainability—Percentage reduction in greenhouse gas emissions	Robin Kirkpatrick	3/31/2009

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Goal #4 - Adaptable Government for Future Generations.	Establish a long-term (40 years) monitoring & tracking system for the financial records for the Mill Creek development project.	Develop a process for linking SFMA records to a private sector type bookkeeping system.	47 Hire a temporary staff person with bookkeeping skills to work with the project managers. Develop data requirements, reporting requirements, and linkages to SFMA.	Have staff person hired and initial version of monitoring & tracking system completed by June 30, 2009.	None	Robin Kirkpatrick	6/30/2009
Goal 4: Adaptable Government for Future Generations	Protect the state's information assets and systems	Maintain building systems to keep information assets' physical space appropriately serviced.	48 Establish annual meetings with EISPD and SDC to ensure current facility needs are met & discuss future needs, ensuring Fac. Division is involved in decision-making processes for updated building needs. Monitor and maintain generator support for back-up power needs.	Hold at least one meeting annually to discuss facility needs. Provide service to generators as scheduled. Assess power requirements and maintain generators to handle load.	none	Phil Teague	6/30/2009
Goal 4: Adaptable Government for Future Generations	Pursue sustainable business practices	Support sustainability efforts	49 DAS will pilot sustainable and efficient technologies and renewable energy projects in building construction, maintenance, and operation.	Reduce energy consumption by 10 percent by 2008 (based on energy consumption in 2000)	14: Sustainability—Percentage reduction in greenhouse gas emissions	Elin Shepard	3/31/09
Goal 4: Adaptable Government for Future Generations	Pursue sustainable business practices	Support sustainability efforts	50 Incorporate sustainability into existing and new policies, & daily division procedures. Facilities to expand current building energy monitoring and establish more tenant committees to engage building occupants.	Reduce energy consumption by 10 percent by 2008 (based on energy consumption in 2000)	14: Sustainability—Percentage reduction in greenhouse gas emissions	Elin Shepard	3/31/09