

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

### Why We Exist

The Facilities Division works collaboratively with customers to competitively deliver services. Key services include:

- Building operations and maintenance
- Leasing
- Statewide planning & land sales/acquisition
- Space planning and construction project management
- Parking

### What We Plan To Do

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: Robin Harpster, Facilities Administrator, Phone: 503-373-7152, E-mail: Robin.Harpster@das.state.or.us

DAS Goal	Strategy	Tactic	Action
Goal 1: Excellent Customer Service	Foster excellent customer relations	Use data gathered to improve service delivery	Review annual DAS customer service survey results and pursue improvement opportunities
Goal 1: Excellent Customer Service	Foster excellent customer relations	Hands-on Customer Interaction and 'Closing the Loop' Communications	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
Goal 1: Excellent Customer Service	Ensure state government's workforce needs are met	Develop efficient, consistent & well-trained project managers & leasing agents	Write and Update comprehensive Leasing manual to incorporate concise & focused guidelines consistent with DAS Strategic Goals.
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Goal 1: Excellent Customer Service	Ensure state government's workforce needs are met	Develop efficient, consistent & well-trained project managers & leasing agents	Write and Update comprehensive P&CM Manuals to incorporate concise & focused guidelines consistent with DAS Strategic Goals.

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<b>DAS Goal</b>	<b>Strategy</b>	<b>Tactic</b>	<b>Action</b>
Goal 1: Excellent Customer Service	Ensure state government's workforce needs are met	Complete Annual and Trial Service Evaluations on time using tracking tool	Develop system for tracking due dates and communicating with Managers to ensure Perf Appraisals are done in a timely manner.
Goal 1: Excellent Customer Service	Deliver timely and accurate information	Meet the information needs of our customers	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.
Goal 1: Excellent Customer Service	Deliver timely and accurate information	Meet the information needs of our customers	Monitor effectiveness of the Project Alert Process through customer survey tool; adapt process if level is below 90% positive.
Goal 1: Excellent Customer Service	Foster excellent customer relations	Develop online permits for parking program	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.
Goal 1: Excellent Customer Service	Foster excellent customer relations	Develop website Q&A link for customers	Analyze questions asked of the State Parking email address to develop Q&A information.
Goal #1 - Excellent Customer Service	Deliver timely and accurate information	Work with impacted State Agencies and all identifiable stakeholders.	Work with DLCD on re-write of the Coordination Program. .
Goal #1 - Excellent Customer Service	Deliver timely and accurate information	Work with impacted State Agencies and all identifiable stakeholders.	Establish CPAB subcommittees and plan development schedules and work with identified stakeholders for each area plan.

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Goal #1 - Excellent Customer Service	Deliver timely and accurate information	Work with impacted State Agencies and all identifiable stakeholders.	Establish CPAB subcommittees and plan development schedules and work with identified stakeholders for each area plan.
Goal #1 - Excellent Customer Service	Deliver timely and accurate information	Work with impacted State Agencies and all identifiable stakeholders.	Carry out public hearing process for Area Plans and needed OARs.
Goal #1 - Excellent Customer Service	Deliver timely and accurate information	Work with impacted State Agencies and all identifiable stakeholders.	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.
Goal #1 - Excellent Customer Service	Deliver timely and accurate information	Work with impacted State Agencies and all identifiable stakeholders.	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.
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.	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.

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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.	Identify technical needs, financial considerations, product support, training, etc.
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.	Test a portion of the leases to determine feasibility.
Goal 2: Effective Policies with Clear Direction	Ensure state government's workforce needs are met	Provide Facilities Supervisory Managers with Performance Appraisal Training	Institute Performance Appraisal Guide Training Program for Management.
Goal 2: Effective Policies with Clear Direction	Involve key stakeholders in developing policies that affect them	Review Policies	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.

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DAS Goal	Strategy	Tactic	Action
Goal 2: Effective Policies with Clear Direction	Use information to improve policies	Develop Systems Furniture Standards to meet changing business needs	Research, coordinate, develop and implement Division specific standards for Systems Furniture
Goal 2: Effective Policies with Clear Direction	Use information to improve policies	Develop building Signage Standards to meet changing business needs	Research, coordinate, develop and implement Division specific standards updates for Building Signage
Goal 2: Effective Policies with Clear Direction	Use information to improve policies	Update Division Standards to meet changing business needs	Research, coordinate, develop and implement Division specific standards updates for the following areas: - Building Lease Space

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Goal 2: Effective Policies with Clear Direction	Use information to improve policies	Update Division Standards to meet changing business needs	Research, coordinate, develop and implement Division specific standards updates for the following area: - Construction Design
Goal 2: Effective Policies with Clear Direction	Involve key stakeholders in developing policies that affect them	Provide information to Tenants	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 2: Effective Policies with Clear Direction	Use information to improve policies	Provide customers clear, effective policies for services offered	Revise parking policies to provide flexible parking and commuting options for all customers
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DAS Goal	Strategy	Tactic	Action
Goal 3: Efficient and Effective Government Infrastructure	Provide appropriate oversight and cost containment processes	Ensure costs are competitive	Research new performance measures that reflect new or current work processes & analyze against those performance measures annually.
Goal 3: Efficient and Effective Government Infrastructure	Optimize performance	Provide tools that support sound decisions	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
Goal 3: Efficient and Effective Government Infrastructure	Optimize performance	Increase energy efficiency in our buildings	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
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	Review existing tools and accounting requirements, and develop a comprehensive and integrated Management & Accounting Systems Conversion Plan
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	Develop Management & Accounting Systems Conversion Plan

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Goal 3: Efficient and Effective Government Infrastructure	Optimize performance	Develop Construction Guidelines for Tenants	Develop customer expectations & accountability for all parties involved through a construction project.
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	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.
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	Establish an equitable means of funding the database system.
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.	Develop reporting system(s) to track changes in tenant occupancy & Uniform Rent billing.
Goal #3 - Efficient and Effective Government Infrastructure.	Provide a seamless transition for Self-support rental agreements into Leasing.	Identify commonalities, develop consistent Leasing procedures.	Assess Self-support and Uniform Rent procedures to determine compatibility with existing report structures,

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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.	Assess Self-support and Uniform Rent procedures to determine compatibility with existing report structures,
Goal #3 - Efficient and Effective Government Infrastructure.	Provide a seamless transition for Self-support rental agreements into Leasing.	Identify commonalities, develop consistent procedures.	Create a consistent, seamless Leasing process for the customer.
Goal #3 - Efficient and Effective Government Infrastructure.	Provide a seamless transition for Self-support rental agreements into Leasing.	Identify commonalities, develop consistent procedures.	Implement and test new leasing procedures.
Goal 4: Adaptable Government for Future Generations	Ensure state government's workforce needs are met	Create a productive and diverse workforce	Participate in the Oregon Safety & Wellness Initiative
Goal 4: Adaptable Government for Future Generations	Optimize performance	Increase energy efficiency in our buildings	Replace Equipment with Energy Star rated replacements
Goal 4: Adaptable Government for Future Generations	Optimize performance	Increase energy efficiency in our buildings	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.

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<b>DAS Goal</b>	<b>Strategy</b>	<b>Tactic</b>	<b>Action</b>
Goal #4 - Adaptable Government for Future Generations.	Establish sustainability goals for DAS Sustainability Program	Identify opportunities to increase sustainable operations within each DAS Division.	Investigate impacts, costs, and timeframes for implementing identified operational changes. Prioritize implementation of operational changes on a Departmental\Division basis.
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.	Hire a temporary staff person with bookkeeping skills to work with the project managers. Develop data requirements, reporting requirements, and linkages to SFMA.
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.	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.
Goal 4: Adaptable Government for Future Generations	Pursue sustainable business practices	Support sustainability efforts	DAS will pilot sustainable and efficient technologies and renewable energy projects in building construction, maintenance, and operation.
Goal 4: Adaptable Government for Future Generations	Pursue sustainable business practices	Support sustainability efforts	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.
Goal 4: Adaptable Government for Future Generations	Lead efforts to define and implement statewide visions	Promote an awareness of turnover data (resignations only) to be used in recruitment and retention strategies	Utilize DAS (division) comparative Workforce Turnover data (resignations only) to measure against state data. Use this data to stimulate discussion around recruitment and retention strategies.
Goal 4: Adaptable Government for Future Generations	Lead efforts to define and implement statewide visions	Promote DAS diversity in the workforce as a percentage of the total civilian labor force	Create a baseline expectation and awareness of the data based on the current AA goals and objectives
Goal 4: Adaptable Government for Future Generations	Lead efforts to define and implement statewide visions	Promote Sustainability practices in government	Support the strategies, goals and action items as outlined in the Sustainability Plan 2007-13