



2018	FACILITIES MANAGEMENT & DEVELOPMENT	CAL POLY
	STRATEGIC PLAN	

VISION, MISSION & VALUES

OUR VISION

A vibrant Cal Poly community where every student, faculty and staff member is equipped to thrive.

OUR MISSION

Drive Cal Poly's success through operational expertise and strategic innovation.

OUR VALUES

We put **service** into action:

STRATEGIC

ETHICAL

RESULTS-DRIVEN

VISIONARY

INCLUSIVE

COLLABORATIVE

EMPOWERING



Strategic Direction #1

Create and maintain an optimal and sustainable campus physical environment.

FMD will excel at its core functions - planning, design, construction, operation, and maintenance of campus buildings, grounds, and infrastructure – focusing on customer satisfaction and stewardship of the university’s physical, environmental, human and financial resources

GOAL(S)		OBJECTIVE(S)
1	<p>Create a structured planning and prioritization process for the comprehensive capital improvement program (major, minor and maintenance) that is transparent, data driven, and aligns with the campus Master Plan and Climate Action Plan, focusing on:</p>	<ul style="list-style-type: none"> a. Engage stakeholders across all divisions to understand colleges' current needs and align goals/priorities/plans b. Develop efficient and best practice project management standards c. Develop landscape and building standards that will improve the campus aesthetic d. Develop standardized and helpful campus wayfinding and signage e. Create a campus-wide governance structure and procedures for project review and prioritization f. Identify and prioritize campus interior and exterior spaces for improvement to support enhanced learning and space utilization, and create a more inviting campus environment
2	<p>Implement an Integrated Work Management System (IWMS).</p>	<ul style="list-style-type: none"> a. Design business processes and reports b. Completed IWMS c. Complete employee and customer training
3	<p>Create a robust Preventive Maintenance program to enhance existing facilities.</p>	<ul style="list-style-type: none"> a. Right-size staffing and budget to achieve operational needs and meet customer and leadership expectations b. Perform regular Facility Condition Assessments c. Perform regular building/area walk-throughs d. Assure that all campus buildings and infrastructure have appropriately scoped and scheduled Preventive Maintenance work orders generated, performed, and monitored for expected benefits
4	<p>Create financial management procedures that provide accurate and timely financial information, promote innovation, mitigate business risk, enhance transparency, and drive efficiency.</p>	<ul style="list-style-type: none"> a. Develop a procedure for the timely creation and distribution of budget to appropriate departmental staff b. Develop standards and procedures for financial planning and accounting to ensure accuracy and accountability
5	<p>Create a comprehensive and integrated Space Management program that promotes optimal use of university assets.</p>	<ul style="list-style-type: none"> a. Implement space module in new IWMS b. Develop procedures to keep all space data and floor plans up to date (not just CSU reportable space) c. Develop procedures to assess and continually improve space utilization and transparency of space management

Strategic Direction #2

Attract, develop and retain a diverse and talented workforce.

Create an environment that attracts a talented workforce, supports and cultivates team members, and rewards their contributions. Provide opportunities for people to enhance well-being, personal growth and professional development.

GOAL(S)		OBJECTIVE(S)
1	Enhance technical and professional skills of staff.	<ul style="list-style-type: none"> a. Provide adequate funding to support professional development needs b. Develop staff skills through apprenticeship-like mentoring and cross training program c. Develop effective succession planning
2	Make FMD an employer of choice.	<ul style="list-style-type: none"> a. Develop recruitment marketing strategy b. Effectiveness of various recruitment advertising channels c. Research and implement workforce planning strategies
3	Offer competitive compensation packages to attract and retain a talented workforce.	<ul style="list-style-type: none"> a. Identify impacted job classifications b. Complete market compensation study c. Include starting salary range in appropriate position advertisements and communicate value of total compensation.
4	Develop a more diverse workforce and increase diversity awareness among staff.	<ul style="list-style-type: none"> a. Develop and deliver additional diversity awareness training b. Articulate diversity values in position advertisements c. Advertise in locations and job posting outlets that reach a broader and more diverse population.

Strategic Direction #3

Create a culture of customer service excellence and continuous improvement.

FMD will focus on delivering the highest level of customer value, adopting a department-wide commitment to innovation and excellence through continuous improvement.

GOAL(S)		OBJECTIVE(S)
1	Provide clarity and transparency of FMD mission and service offerings to external customers and enhance ownership of outcomes by internal providers.	<ul style="list-style-type: none"> a. Consistent delivery of excellent operational service b. Identify what employees need for delivery of excellent customer service c. Provide customer service training for new/current employees d. Create training program for customers on roles/responsibilities and FMD procedures
2	Develop robust processes and communication strategies focused on customer service to drive continuous improvement.	<ul style="list-style-type: none"> a. Determine customer needs via internal and external outreach b. Incorporate internal and external feedback into process improvement c. Redesign FMD website d. Implement automated work order and project status updates
3	Consistent delivery of excellent operational service.	<ul style="list-style-type: none"> a. Implement standards and procedures for prioritization and scheduling of maintenance work b. Meet quality and timeliness standards c. Recognize/incentivize excellent customer service

Strategic Direction #4

Foster a culture that enhances organizational effectiveness and safety through collaboration.

FMD will enhance organizational effectiveness and campus safety through engagement, transparency, open communication, and collaboration across the entire university.

GOAL(S)		OBJECTIVE(S)
1	Improve employee morale and performance.	<ul style="list-style-type: none"> a. Solicit employee feedback/suggestions to improve management awareness of issues affecting morale b. Develop employee recognition program to recognize high performance/great ideas c. Enhance leadership ability via training/coaching d. Encourage and support team building activities e. Upgrade equipment/tools based on employee input to improve efficiency and make tasks easier/safer
2	Promote effective organizational communication.	<ul style="list-style-type: none"> a. Create multi-directional communications plan for management to inform staff on a regular basis b. Train managers on effective performance management and evaluation c. Deliver constructive employee evaluations at required intervals
3	Enhance and sustain an effective safety culture across the university.	<ul style="list-style-type: none"> a. Develop, implement and maintain university-wide environmental health and safety (EHS) programs and procedures b. Track incidents, accidents, and injuries and identify, prioritize, and address safety issues c. Provide division/department leadership with excellent customer service including appropriate guidance, support, data, and reporting on EHS requirements and performance indicators for their operations

Strategic Direction #5

Make Sustainability a Core Part of Cal Poly and FMD Culture.

FMD will provide leadership to promote practices that reduce the campus overall footprint and build a university-wide culture of social and environmental responsibility.

GOAL(S)		OBJECTIVE(S)
1	Make progress toward the university goal of carbon neutrality and climate resilience.	<ul style="list-style-type: none"> a. Formally adopt Cal Poly's draft Climate Action Plan b. Prioritize and fund energy conservation projects that maximize return on investment c. Develop high performance building standards to set sustainability goals for all new construction d. Develop renewable energy generation projects that reduce greenhouse gas (GHG) emissions and reduce utility costs
2	Increase water use efficiency and resilience of supply.	<ul style="list-style-type: none"> a. Develop secondary source of potable water supply b. Develop source of recycled water for campus c. Retrofit buildings with low flow plumbing fixtures d. Expand wireless irrigation controls to all landscaped areas
3	Improve solid waste management, recycling and composting.	<ul style="list-style-type: none"> a. Standardize waste collection infrastructure and signage b. Optimize collection locations and frequencies c. Develop educational outreach/marketing campaign d. Simplify the campus waste stream through strategic procurement
4	Increase use of sustainable transportation options.	<ul style="list-style-type: none"> a. Make campus more bike and pedestrian friendly b. Build additional student, faculty, and staff housing to eliminate commutes c. Provide adequate electric vehicle charging infrastructure
5	Increase awareness and adoption of sustainability practices in day-to-day business operations.	<ul style="list-style-type: none"> a. Develop outreach/communications strategy to educate the campus on sustainable practices b. Reduce paper use by making business practices digital/paperless c. Encourage use of refillable beverage containers and water bottle filling stations over purchase of single use plastic water bottles d. Improve AASHE STARS rating from Silver to Gold



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