Facilities Services

Strategic Initiatives Update
Designing the Future - Making It Happen

SAINT LOUIS UNIVERSITY

YEAR FOUR - 2014
Building on the progress from our Year 1, Year 2 and Year 3 strategic initiatives, our Year 4 activities focused on improving execution in order to achieve our measurable outcomes by year-end.

The oversight team identified expected outcomes for each action plan team and they were reviewed with the leaders early in Year 4. The oversight team was also instrumental in identifying major trends and issues that might have potential impacts for our Year 5 activities and drafted a proposal for the May review and revise session.

Action plan review sessions were held every other month to discuss, review and monitor the status of each plan. Action plan target status updates and progress reports are provided in a written format as well as shared with all other action plan leaders at the meetings. Periodic coaching and review with the leaders also took place by either the facilitator or division liaison.

Accomplishments from Year 4 action teams included: 1) developed a framework for building portfolios to highlight decisions regarding asset reinvestment; 2) finalized the strategic implementation of three action teams and operationalized their future activity: work orders, FS website and waste minimization action teams; 3) prepared 3 submittals which were selected to receive APPA’s Effective and Innovative Practices Award; 4) continued to pursue sustainable initiatives and collaborate with internal and external stakeholders to increase our waste diversion rate and 5) identified expected behaviors that reflect our core values, P.R.I.D.E. in our work, for use in developing employee awareness and commitment with our plan.

Strategic leadership development plans were identified by each leader based on the results from their strategic assessment. The development plans were reviewed and discussed with Dave Munz and each leader has been working on various activities to strengthen their knowledge and strategic abilities in the designated areas. Follow-up with each leader regarding progress on their development plan occurred in May 2014.

The oversight team conducted their review and revise session in May where a proposal for the Year 5 strategic initiatives was reviewed, discussed and approved with slight modifications. The proposal highlighted 3 key strategic initiatives to pursue, and identified our remaining initiatives either as reduced in scope, operationalized or put on hold for future review and/or implementation. This information was presented to the division team at the June Facilities Services Strategic Planning session.

Our division is proud of the progress made with our strategic plan. We believe that these efforts have positioned our division to be a key player in the University’s future strategic direction. We welcome the involvement and challenges that will come our way!
FACILITIES SERVICES STRATEGIC INITIATIVES

Year 4

STRATEGIC AND OPERATIONAL EXCELLENCE

Identify and establish proactive roles with key University units for the purpose of collaborating towards value-added and enhanced services that assist these units in achieving their defined mission and goals. Deliver operationally excellent facilities services on a day-to-day basis that are consistent with the best practices of the profession.

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<tr>
<th>Goals</th>
<th>Description</th>
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<tbody>
<tr>
<td>Asset Reinvestment</td>
<td>Develop and group building portfolios for executive review to facilitate decision making regarding the campus FCI and deferred maintenance backlog.</td>
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<tr>
<td>Work Orders</td>
<td>Achieve industry standard of planned vs. unplanned work orders.</td>
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<td>Customer Satisfaction</td>
<td>Develop a stakeholder evaluation survey for faculty, staff and students to establish a baseline.</td>
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STAKEHOLDER RECOGNITION

Gain University and national recognition for our strategic and operational contributions to SLU's goal to be the finest Catholic university in the United States. Accomplish this initiative by being operationally excellent at facilities management and by aligning with other University units to contribute to their mission and goals.

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<tr>
<td>Awareness and Promotion</td>
<td>Design and pilot an employee recognition program to reward employees behaviors consistent with FS core values of P.R.I.D.E.</td>
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<td>Redesign FS website platform to showcase strategic planning initiatives and departmental services and accomplishments. Streamline internal updating processes.</td>
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<tr>
<td>Areas for Recognition</td>
<td>Apply for 2 awards and improve our benchmark ranking matrix through collaboration with other action teams.</td>
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EXCELLENCE IN PEOPLE

Educate and redefine the customer service role of our Facilities Services staff so that each employee understands the connection of their work with our vision and strategic plan and is able to demonstrate it through their contributions to the university’s strategic activities and the resulting outcomes that take place inside and outside of their daily routine. To assure operational excellence, develop a valued, well-trained, motivated and diverse workforce that is known for its technical competence and professionalism.

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<td>Strategic Leadership Development</td>
<td>Finalize individual leadership development plans and implement the first year’s goals.</td>
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<tr>
<td>Strategic Professional Development</td>
<td>Develop a plan to identify and implement professional development opportunities and certifications for FS employees.</td>
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ENVIRONMENTAL RESOURCE OPTIMIZATION

Maintain and conserve natural resources, protect our environment and do so in a sustainable manner through actions that will enhance environmental quality.

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<td>Waste Minimization</td>
<td>Increase our overall campus waste diversion rate to 30%.</td>
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<tr>
<td>Energy &amp; Utility Strategies</td>
<td>Identify opportunities for energy savings, evaluate cost/benefit analysis and establish priorities.</td>
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Facilities Services (FS)
Major Strategic Accomplishments-Year 4

Theme: Improving Execution

Strategic & Operational Effectiveness

Work orders, Asset reinvestment, Stakeholder responsiveness

- Finalized the strategic implementation of work orders and operationalized its future implementation.
- Identified framework for building portfolios and established reporting fields used for calculating the FCI per building. The created report information will assist leaders to make informed decisions by segmenting investment decisions by logical “building portfolios” in a multi-year capital program.
- Developed a stakeholder response survey for future submittal to faculty, staff and students.

Stakeholder Recognition

Awareness and Promotion, Areas for Recognition

- Based on our benchmarking ranking matrix and 5-year recognition plan, individual FS leaders prepared submittals for APPA’s Effective and Innovative Practices Award and sent them to APPA in January 2014.
- Received notification in April 2014 that Facilities Services’ submittals were selected to receive APPA’s Effective and Innovative Practices Award at their national conference in July 2014.
- Reviewed and revised the awards matrix and master plan for identification of 2015 submittals.
- Through focus groups with FS supervisors, identified expected behaviors that reflect our core values, P.R.I.D.E. in our work, for use in employee awareness and engagement.
- Redesigned the FS website platform to showcase FS strategic planning initiatives and FS departmental services and accomplishments.
- Identified feedback from our FS division before and after the website redesign via a survey.
- Prepared guidelines and procedures for standardizing website operations and updates.

Excellence In People

Strategic Leadership Development

- Leaders worked on their individual strategic development plan based on their strategic assessment results.
- Follow-up with each leader regarding progress on their development plan occurred in May 2014.
- Identified strategic leadership development goals for Year 5.

Environmental Resource Optimization

Waste Minimization

- Participated in 2014 Recyclemania competition with the single stream recycling program, greening the game event, e-waste/shred-mania drive and selfie promotions.
- Completed implementation of the Chaifetz Recycling Refresh Grant, installing 110 new single-stream recycling bins.
- Identified objectives of e-waste program for operating procedures.
- Collaborated with the Center for Service & Community Engagement on the Trash to Treasure move-out program.
- Implemented construction waste recycling program with method for tracking tonnage and diversion rates.
- Developed interior recycling operating procedures that identify services provided and expectations for stakeholder engagement.
- Installed water bottle filling stations throughout campus and collaborated with Student Government Association to install additional stations funded through the student wellness program.
- Collaborating with Aramark, SLU’s food service vendor, to encourage the development and implementation of a composting plan.

Energy & Utility Strategies

- Proposed energy and water goals for the University.
- Centralized energy efficiency project tracking in order to attain goals.
- Identified energy efficiency projects for implementation.
- Developing a methodology to select future energy cost saving projects and measurement standards for reporting energy, water and other utility consumption projects.
- Developing proposal to begin a Green Revolving Fund in order to supply consistent monetary resources towards energy, water and other environmental sustainability projects.