MESSAGE FROM CHARLES R. REUNING
ASSOCIATE VICE PRESIDENT & CHIEF FACILITIES OFFICER

I am proud to share Facilities Management's 2021 Strategic Plan. Encompassing the input, time, passion, and energy of more than 30% of our staff across the past six months, this is truly a by-FM, for-FM strategy.

In the words of the late President John F. Kennedy, "what unites us is greater than what divides us," and that was certainly true in the creation of Facilities Management's 2021 Strategic Plan. Despite position, title, or tenure, our staff were overwhelmingly unified in all elements of this strategy designed to lead our team into the future.

Undoubtedly, this has been a year for the history books -- from the twin pandemics of COVID-19 and racial injustice, to welcoming a new University of Maryland president and participating in the historic United States presidential election. We have all had to adapt and tackle challenges, both personally and professionally. Yet, despite a year that has been fraught with heartbreak, change, and transition—interspersed with moments of joy—we have come together to create a vision of the future for Facilities Management.

The mission of the University of Maryland, College Park is to “provide excellent teaching, research, and service.” In service to UMD, Facilities Management’s mission is to “create and care for the physical environment that enables University of Maryland students, faculty, and staff to achieve excellence.” In and through our work, we see our passion, experience, and dedication reflected in UMD’s teaching, research and service.

No longer do facilities make up the background of higher education. Today, the “front door” of campus has become a significant part of the decision making process for students, parents, faculty, and researchers. As a result, a new strategic plan is even more critical as a tool to guide and direct the talents of Facilities Management staff based on the critical needs of the day and to be agile when change is imminent.

To ensure this plan becomes reality, Facilities Management will begin to live our values, engage staff in the implementation of our strategic priorities, take action in ways that support our entire team, and measure and celebrate our success. Each year, we will critically reflect on this plan and make updates, adapt to changing needs and create new goals. Our strategic plan can and will guide us to achieve our vision “to be a collaborative, innovative and inclusive partner that delivers exceptional service to the UMD community.”

Sincerely,

Charles R. Reuning
Associate Vice President & Chief Facilities Officer
# FACILITIES MANAGEMENT STRATEGIC PLAN

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WHO WE ARE
Facilities Management (FM), within the Division of Administration & Finance, is responsible for UMD’s physical campus (at College Park, among others) – its academic, research, and administrative spaces, the infrastructure that supports the buildings and the landscape that surrounds them.

- 750+ employees
- 451 buildings and over 15.8MM gross sq. ft.
- $2.18B in building renovation / modernization needs
- 5,155 acres of land; 87 miles of sidewalks and roads

Photo by John Consoli
Support daily operations and repairs needed to preserve UMD assets so they continue to provide needed services

Manage campus physical appearance, including academic buildings, outdoor terrain, and agriculture to provide a safe and enjoyable environment

Plan, design, and construct capital projects to support university growth and enhance its capabilities
FACILITIES MANAGEMENT | OUR UNITS

Operations, Maintenance & Utilities
- Operation, maintenance, and renewal of facilities & infrastructure (e.g., Piped Services, Electrical Services, Structures, HVAC, Utility distribution systems)
- Renovation Services (typically <$200k)
- 24/7 Incident Response Unit
- Engineering & Energy

Building & Landscape Maintenance
- Administrative Services (e.g., Special Services, moving, laboratories, furnishings, recycling, solid waste collection, etc.)
- Area Maintenance
- Classroom Maintenance
- Housekeeping
- Arboretum, Landscape, and Horticultural Services

Planning & Construction
- Capital Budgeting
- Client Institution Project Management (>$1MM)
- Project Management (typically >$200k)
- Facilities Planning
- In-House Design Services
- Technical & Administrative Support College Park Campus

Facilities Business Operations
- Customer Response Center
- Technology Services & Work Management Systems
- FM Warehouse
- FM Human Resources
- Motor Transportation Services
- Financial Management
Key Services

Strategic Initiatives & Projects
• Provides direction and support on key department-wide initiatives (e.g., strategic planning, employee engagement) and tasked with representing/advocating for FM across the university

Strategic Communications
• Crafts and conveys messaging to internal FM staff and external stakeholders to keep them informed and engaged with FM
• Ensures integrity of information and data communicated and establishes multiple and diverse means of communications

FM Safety & Emergency Management
• Plans, coordinates, and executes emergency management programs such as staff safety training, operational response to emergencies and technical support

FM Units

Operations, Maintenance, & Utilities

Building & Landscape Maintenance

Planning & Construction

Facilities Business Operations
FACILITIES MANAGEMENT | OUR IMPACT

Founding year
1856

+115MW
h of generated electricity

Award-winning landscaping and grounds management

Customer Quote
“FM has one of the most critical jobs on campus; when they succeed we all succeed”

+55,000 annual work tickets across the department

Nearly 100 capital projects in planning, design, and construction

Customer Quote
“The talent residing within FM is just incredible”

252 buildings on main campus

Nearly 8.9M NASF* of space

10 Green Roofs maintained

*NASF = Net Assignable Square Feet
The development of the strategic plan started with an FM-wide organizational assessment. Subsequently, we revisited our stated Mission, Vision, and Values in order to ensure FM’s capabilities, core objectives, and performance goals remain aligned with the university’s overarching mission.
We used a collaborative internal review process to shape the strategic plan which relied on a cross-section of FM staff for insights and input.

### PARTICIPANTS

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<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Title</th>
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<tbody>
<tr>
<td>Charles (Bob) Reuning (Exec Sponsor)</td>
<td>FM AVP Office</td>
<td>Kristy Long OM&amp;U</td>
</tr>
<tr>
<td>Imani Sisco</td>
<td>FM AVP Office</td>
<td>Don Rushing OM&amp;U Engineering &amp; Energy</td>
</tr>
<tr>
<td>Harry Teabout</td>
<td>BLM</td>
<td>Jason Lurie OM&amp;U Facilities Manager</td>
</tr>
<tr>
<td>Neville George</td>
<td>BLM Area Maintenance</td>
<td>Tom Saunders OM&amp;U Facilities Manager</td>
</tr>
<tr>
<td>Makisha Sisco</td>
<td>BLM Building Services</td>
<td>Ray Pessagno OM&amp;U HVAC</td>
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<td>Darrick Davis</td>
<td>BLM Landscape Services</td>
<td>Anthony (Tony) Brown OM&amp;U Renovation Services</td>
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<tr>
<td>Scott Rupert</td>
<td>BLM Landscape Services</td>
<td>Ileana Kure OM&amp;U Renovation Services</td>
</tr>
<tr>
<td>Gabe Purviance</td>
<td>BLM Special Services</td>
<td>William (Bill) Olen P&amp;C</td>
</tr>
<tr>
<td>Ken Riebert (Strategic Planning Lead)</td>
<td>FBO</td>
<td>Kris Phillips P&amp;C Facilities Planning</td>
</tr>
<tr>
<td>Mary Coughlin</td>
<td>FBO Accounting &amp; Financial Support</td>
<td>Kristy Miller P&amp;C Operations &amp; Project Controls</td>
</tr>
<tr>
<td>Michele Rychwalski</td>
<td>FBO CRC</td>
<td>Al-Nisa Aduwu P&amp;C Operations &amp; Project Controls</td>
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<tr>
<td>Ava-Lisa Macon</td>
<td>FBO Human Resources</td>
<td>Marge Bershtein P&amp;C Project Management</td>
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<tr>
<td>Tiffany Zook</td>
<td>FBO Human Resources</td>
<td>Ben Clarke P&amp;C Project Management</td>
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<tr>
<td>Rick Smith</td>
<td>FBO Logistics</td>
<td>Katie Stouffs Grimes Strategic Communications</td>
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<tr>
<td>Glynnis Bowman</td>
<td>FM Safety &amp; Emergency Management</td>
<td>Aynsley Toews (Implementation Lead) Strategic Initiatives &amp; Projects</td>
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WHERE WE ARE GOING
Mission: We create and care for the physical environment that enables University of Maryland students, faculty, and staff to achieve excellence.

Vision: To be a collaborative, innovative and inclusive partner that delivers exceptional service to the UMD community.

Values:
- Service Excellence: We consistently deliver excellent client experiences.
- Collaboration: We work together with open communication.
- Inclusion: We seek and respect diverse backgrounds and perspectives.
- Empowerment: We trust and rely on each other to take responsibility.
- Continuous Improvement: We always strive for better.
FM is committed to living our core values. Here are some specific examples of how we will make tangible changes to carry out these values.

- **Service Excellence**
  - We consistently deliver excellent client experiences
  - We will all take responsibility for customer service and always consider how our behaviors impact the customer

- **Collaboration**
  - We work together with open communication
  - We will work together as “One FM” to achieve our objectives, with leadership setting the example

- **Inclusion**
  - We seek and respect diverse backgrounds and perspectives
  - We will provide opportunities to enable all employees to have their voices heard

- **Empowerment**
  - We trust and rely on each other to take responsibility
  - We will encourage employees to speak up and make improvements to the organization

- **Continuous Improvement**
  - We always strive for better
  - We will make space for employees to fail as they try new and innovative approaches

We will improve diversity training and support to empower managers to lead all employees effectively.

We will support individuals to make the right decisions for their role in order to best serve clients.

We will create opportunities to share new ideas and highlight opportunities to work more effectively.

We will increase sharing of information and resources across teams.
To work towards achieving our Mission and Vision and enabling FM employees to live our values, FM identified nine near-term focus areas called Strategic Priorities.
For each of the nine Strategic Priorities, FM has identified Objectives to define what success will look like. Further, FM has identified specific actions to take, or Initiatives, that will help FM achieve these Objectives. FM is also establishing Metrics to monitor the real, tangible progress toward achieve these Objectives.
This priority will focus on creating an environment that enables all employees to succeed in their positions and promoting a culture of engagement, diversity, inclusion, and accountability.

**OBJECTIVES**

- There are clear growth plans for employees
- There are improved training opportunities for employees
- Employees feel like FM is a place where they can grow their careers
- FM is a diverse and inclusive organization
- Employees are more engaged and motivated
- Every employee has a voice

**POTENTIAL INITIATIVES**

- **Needs Assessment & Scoping:** Identify the critical needs areas to improve culture and potential for employee success
- **Staff Engagement:** Develop culture where employees are committed to their work, their colleagues, and their workplace; a culture where employees feel connected to, and supported by, FM
- **Leadership Development:** Offer development and mentorship for FM leadership
- **TerrapinSTRONG:** Foster connections during the employee life cycle that support and create an inclusive, multicultural campus
- **FM Diversity & Inclusion Program:** Develop a "made in FM" D&I initiative that brings the value of "inclusion" to life, in and through our work

**PROSPECTIVE METRICS**

- Employee Engagement Rate
- Employee Turnover
- % of Diverse Employees
- % of Diverse Leaders
- Number of Grievances
**OUR TEAM | IMPROVING COMMUNICATION AND COLLABORATION**

*This priority will focus on improving communications within and across teams in FM, including opportunities for both upward and downward communication*

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>POTENTIAL INITIATIVES</th>
<th>PROSPECTIVE METRICS</th>
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<tbody>
<tr>
<td>Everyone feels connected and informed</td>
<td><strong>FM Comms Infrastructure</strong>: Review and improve internal communication channels (e.g., website, text alerts)</td>
<td>% of Communications Received by Intended Recipients</td>
</tr>
<tr>
<td>Employees can be reached quickly and effectively in an emergency situation</td>
<td><strong>Establish Communication Leads</strong>: Designate communication champions / points of contact in each FM unit</td>
<td>Communication Score (How informed employees feel about FM and how aware employees are of other teams’ activities)</td>
</tr>
<tr>
<td>FM operates as one through open communication and effective work strategies across teams</td>
<td><strong>Develop Communication Plans</strong>: Develop a structured plan for both crisis and regular comms</td>
<td>Email Open Rates</td>
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<tr>
<td>Barriers to communication, like language, are lowered</td>
<td><strong>Language Training</strong>: Make available basic training for all major languages represented in FM’s workforce</td>
<td>Website Views</td>
</tr>
<tr>
<td>Staff have a mechanism to get feedback to leadership</td>
<td><strong>Improve Resource Sharing</strong>: Improve ability to share FM info and resources</td>
<td># of Success Stories Shared</td>
</tr>
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</table>
This priority will focus on identifying and implementing organizational realignment opportunities that promote productivity gains and reinforce FM's core business.

### OBJECTIVES

We are focused on the activities that are core to achieving our mission and vision.

We deploy our teams and resources in the most effective and efficient manner to provide our core services.

We work together seamlessly to provide our services.

There is no duplication of effort.

We have a clear division of responsibilities and appear as “One FM” to our clients.

### POTENTIAL INITIATIVES

- **Core Function Review:** Ensure FM’s activities are aligned to its renewed mission and vision.
- **Classroom & Area Maintenance + OM&U:** Assess if Classroom & Area Maintenance should be combined with OM&U to improve operations.
- **Renovation Services + P&C alignment:** See strengthening project delivery section for more detail.
- **Re-Examine Zone Structure:** Assess existing zone structure effectiveness.
- **Enhance Collaboration with Department of Residential Facilities:** Identify opportunities to reduce costs and improve services through collaboration.

### PROSPECTIVE METRICS

- Customer Satisfaction
- On-Time Completion Rate of Work Tickets
- Reduction in Operating Expenses
- Maintenance FTEs per Square Foot
- Average Wrench Time
**OUR CAPABILITIES | UPDATING KEY TOOLS AND PROCESSES**

*This priority will focus on updating FM’s systems, tools, and processes to better enable teams and to improve efficiency and consistency of operations*

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<th>PROSPECTIVE METRICS</th>
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<tbody>
<tr>
<td>We have the tools and processes we need to achieve our mission and vision</td>
<td>● <strong>Integrated Workplace Management System Improvement:</strong> Leverage IT Steering Committee</td>
<td>► On-Time Completion Rate of Work Tickets</td>
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<td>recommendations and DIT study to improve work management system functionality</td>
<td>► Tablet/portable device usage</td>
</tr>
<tr>
<td>We have reliable data to use as inputs and our tools are easy and effective</td>
<td>● <strong>Process Documentation &amp; Improvement:</strong> Identify critical processes that require</td>
<td>► % of SOPs Documented (e.g., Leveraging Standard Template)</td>
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<tr>
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<td>documentation and/or improvement. Document information about our facilities and assets</td>
<td>► # of Duplicated Work Tickets</td>
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<tr>
<td>Employees embrace new technology and receive proper training</td>
<td>(e.g., building capability sheets) which can be used / shared within FM and with</td>
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<tr>
<td></td>
<td>customers</td>
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<td>Our processes are documented so that there is no down time when an employee</td>
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<td>is out and we can quickly onboard new team members</td>
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### OUR CAPABILITIES | BUILDING STRATEGIC MANAGEMENT PRACTICES

This priority will focus on enhancing strategic planning, budgeting, funding, and performance management processes to better align resources and priorities across teams, and improve monitoring of our progress.

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<th>POTENTIAL INITIATIVES</th>
<th>PROSPECTIVE METRICS</th>
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<tr>
<td>We align on the short-term and long-term priorities across teams</td>
<td>● Implement Strategic Plan: With FM staff participation, identify and implement priority initiatives</td>
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<tr>
<td>We allocate our resources to best achieve FM’s goals, not just the goals of a single unit</td>
<td>● Establish FM Dynamic Budgeting: Take a cross-departmental approach to budgeting, aligning resources with key priorities</td>
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<tr>
<td>We have the right processes in place to track our progress and correct course</td>
<td>● Formulate Long-term Funding: Establish strategy for long-term investment in capital assets (e.g., facilities renewal)</td>
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<tr>
<td>Short-term and long-term goals are cascaded down to metrics for teams and individuals</td>
<td>● Develop Tiered Performance Metrics: Identify key metrics and establish processes to track success</td>
<td>▶ % of Funding Applied to Strategic Priorities</td>
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<td></td>
<td></td>
<td>▶ % Completion of Initiatives</td>
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<td>▶ Level of Staff Awareness of Mission, Vision, and Values</td>
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<td>▶ % of Metrics Actively Being Tracked</td>
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<td>▶ Unit Spend vs. Budget</td>
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This priority will focus on ensuring success of the NextGen program in the short- and long-term and enable the achievement of the university’s Climate Action Plan

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<th>PROSPECTIVE METRICS</th>
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<tr>
<td>We continuously improve energy usage and sustainability on campus</td>
<td>● Energy Management / Efficiency Plan: Develop and implement an Energy Management Plan, including goals, tracking, and corrective actions / energy saving measures</td>
<td>► Campus Utilities Usage</td>
</tr>
<tr>
<td>We proactively support campus users to modernize their systems and identify opportunities to improve their sustainability performance</td>
<td>● NextGen Energy Program: Leverage private sector partnership to manage central plant, modernize capital assets, and support capital investments</td>
<td>► Contract Compliance</td>
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<td>We provide reliable and consistent energy availability, with few disruptions</td>
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<td>► Infrastructure Reliability Scores</td>
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<td>We leverage utilities as a way to increase funding available for facilities improvements</td>
<td></td>
<td>► Performance Against Stated Sustainability Targets</td>
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<td>► ESCO cost savings</td>
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FACILITIES MANAGEMENT STRATEGIC PLAN

OUR COMMUNITY PARTNERS | ENHANCING CUSTOMER SERVICE EXCELLENCE

This priority will focus on strengthening stakeholder trust and improve customer satisfaction through transparency, communication, and execution

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<th>OBJECTIVES</th>
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<tr>
<td>We are open, honest, transparent, and proactive with our communication to customers</td>
<td><strong>Customer Service Program:</strong> Develop a multi-faceted customer service program for all FM units and programs to establish a strong culture of customer excellence across the organization</td>
<td>► Customer Satisfaction</td>
</tr>
<tr>
<td>We work collaboratively as partners to help customers get the best results</td>
<td><strong>Customer Communication and Feedback Process:</strong> Optimize the way we engage with customers, creating standardized communication protocols, enhancing transparency, and improving current customer feedback processes / surveys</td>
<td>► On-Time Completion Rate</td>
</tr>
<tr>
<td>We support and guide customers in their decision making</td>
<td></td>
<td>► On-Budget Rate</td>
</tr>
<tr>
<td>We set expectations with customers and strive to meet them</td>
<td></td>
<td>► On-Time Work Ticket Response Rate</td>
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<tr>
<td>We are all dedicated to customer service</td>
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25
This priority will examine project delivery approaches and implement changes that improve outcomes and customer satisfaction, particularly for smaller projects.

### OBJECTIVES

- Service levels and expectations for various project sizes are clearly defined and agreed with customers.
- Projects are consistently delivered in line with relevant requirements and customer expectations.
- Fees provide maximum value to customers, through efficient and effective delivery of project management services.
- Customers have clear insight into project budget, progress, and costs throughout the project.

### POTENTIAL INITIATIVES

- **Assess Delivery Model and Fees:** Identify opportunities to improve the project delivery model for small projects, particularly those below $1MM.
- **Explore Combining RS and P&C:** Identify opportunities to enhance delivery of small projects through enhanced collaboration or combination of Renovation Services and Planning &Construction.
- **Improve Project Transparency:** Identify opportunities to improve customer satisfaction and communication throughout the project lifecycle.

### PROSPECTIVE METRICS

- Customer Satisfaction
- PM Fee Coverage
- Resource Utilization
- Project Budget vs. Actual
- # of Change Requests
This priority will focus on proactive strategies that shift cultural mindsets and ways of working toward proactive (vs. reactive) engagement with customers

**OBJECTIVES**

- We complete more preventative maintenance than reactive maintenance
- We have a full inventory of assets on which to schedule, conduct, and track preventative maintenance
- We effectively communicate and schedule preventative maintenance in collaboration with customers
- We have effective tools and processes to enable PM processes

**POTENTIAL INITIATIVES**

- **Accelerating Preventative Maintenance:** Accelerate process of developing asset registry and developing processes to complete preventative maintenance, including enabling tools (e.g., PM module in TRIRIGA)

**PROSPECTIVE METRICS**

- % of Preventative Maintenance vs. Reactive
- Spend on Corrective Repairs
- Customer Satisfaction
- Work Ticket Aging
- Maintenance Spend vs. Budget
Over the coming months, we will develop detailed action plans and timings across each initiative as we launch the strategic plan in 2021.

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<thead>
<tr>
<th>2020</th>
<th>2021</th>
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<tr>
<td>Nov</td>
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<td>Mar</td>
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<td>Apr</td>
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**Finalize Strategic Plan**
- Finalize strategic plan through input from all FM
- Create strategy for implementation of the strategic plan, including the identification of initiative leads
- Develop detailed action plans for each priority and initiative
- Align resources to support program (personnel and funding)

**Strategic Plan Implementation**
- Rollout strategic plan department-wide, including communication with broader FM community

**Strategic Plan Launch**

**Wave 1 Initiatives**

**Wave 2 Initiatives**