University of Texas at San Antonio
Office of Facilities Strategic Plan
(Reviewed January 30, 2015)

Mission Statement

UTSA Facilities - Promoting learning and discovery through teamwork and excellence in facility management services.

Vision Statement

We will be the premier service organization for The University of Texas at San Antonio community through the delivery of excellence in all that we do and all that we are. The UTSA facilities organization will embrace technological advances that enhance the performance of our employees to provide first class service at affordable rates. We will provide a work environment for our employees that will nurture respect for individual responsibilities, foster an environment of integrity, and provide a high quality of life and opportunities for employee growth in knowledge and skills. We will provide top quality customer service that will include doing the job right the first time, having a positive attitude and professional appearance, and keeping our customers informed. We will work and function as a team. We will exceed our customers' expectations by effectively listening, communicating and enthusiastically delivering timely, cost effective and high quality products and services.
Core Values

We Value:

- Integrity – Honesty, Fairness, Credibility, Openness to new ideas.

- Excellence – Quality and Craftsmanship, Continuous improvement of processes and work methods, Efficiency, Effectiveness, High Return on Investment (ROI).

- Professionalism – Good work ethic, Being proactive, Quality performance, thoroughness, professional appearance.

- Collaboration – Teamwork, Partnering and Communication with Customers and Stakeholders.

- Innovation – Creative Solutions.

- Respecting our Employees and Customers – Value employee's opinions and input, Meeting customer needs and expectations, Balancing Lifestyles (Work/Home), Nurturing the Strengths of our Personnel.
BUSINESS AFFAIRS GUIDING PRINCIPLES

Office of Facilities

The Office of Facilities is committed to model the Business Affairs guiding principles in our daily work life, interactions with employees and with others outside of Facilities. Managers, supervisors and employees are asked to make this commitment. Facilities leaders are asked each week to describe examples of employees that are living our Guiding Principles. The best examples of individuals living our guiding principles will be selected to receive monthly Facilities “Making Success Happen” Awards. Facilities will then hold an annual recognition of five staff members who have exemplified the Guiding principles, one staff member for each of the guiding principles will be recognized and receive the new “Estrella” Award.

GUIDING PRINCIPLES

WE RESPECT and care for each other.

WE PARTNER to deliver excellent service.

WE VALUE and empower people.

WE CREATE positive change.

WE DO the right thing.
FACILITIES STRATEGIC GOALS ALIGNED WITH
UTSA STRATEGIC PLAN GOALS

UTSA's Strategic Initiative I: Enriching Educational Experiences to Enable Student Success

SI I G 1: Provide and maintain quality facilities to enhance the learning environment.

SI I G 2: Ensure positive, diverse and fair hiring processes are in place for all Facilities vacancies.

SI I G 3: Provide engineering and architecture internships to assist in experiential learning opportunities.

SI I G 4: Constantly improve the physical accessibility of the campus through proper planning, design and maintenance of structures and ADA accessible routes.

SI I G 5: Provide student internship and work-study positions in support of on-campus employment.

SI I G 6: NOT DIRECTLY APPLICABLE.

UTSA's Strategic Initiative II: Serving Society through Creativity, Expanded Research, and Innovations

SI II G 1: Provide and maintain the needed facilities infrastructure required to support research goals of the University.

SI II G 2: NOT DIRECTLY APPLICABLE.

SI II G 3: NOT DIRECTLY APPLICABLE.

SI II G 4: Support Facilities staff involvement in professional organizations and continued education for self improvement of benefit to the University.

SI II G 5: NOT DIRECTLY APPLICABLE.
UTSA's Strategic Initiative III: Promoting Access and Affordability

SI III G 1: NOT DIRECTLY APPLICABLE.

SI III G 2: Develop relationships with professional organizations and community colleges to establish career opportunities and collaborate with the academic community to establish recognized facility management curriculum.

SI III G 3: Enhance facility energy management and cost containment programs and measures to decrease costs reflected in student fees.

UTSA's Strategic Initiative IV: Serving the Public through Community Engagement

SI IV G 1: Engage local schools, professional organizations and contractors in the development and implementation of facility projects and plans.

SI IV G 2: Repeat of SI I G3 and SI III G2. Provide engineering and architecture internships to assist in experiential learning opportunities. Develop relationships with professional organizations and community colleges to establish career opportunities and collaborate with the academic community to establish recognized facility management curriculum.

SI IV G 3: Repeat of SI II G4 and SI III G2. Support Facilities staff involvement in professional organizations and continued education for self improvement of benefit to the University. Develop relationships with professional organizations and community colleges to establish career opportunities and collaborate with the academic community to establish recognized facility management curriculum.

SI IV G 4: Provide strong facilities support of the Texas Folk-life Festival and Asian Festivals.

SI IV G 5: NOT DIRECTLY APPLICABLE.
UTSA's Strategic Initiative V: Expanding Resources and Infrastructure

SI V G 1: Develop internal hiring practices to attract, recruit and retain qualified staff committed to our vision, mission, and values, and who contribute to excellence.

SI V G 2: Establish Facility process improvement initiatives to enhance efficiency and effectiveness of services and activities and measure progress through monthly operations reviews.

SI V G 3: Plan, Design, Construct and Maintain modern facilities to support the learning environment and UTSA academic objectives.

SI V G 4: Expand energy conservation measures and plan effective utilization of residual project funds to benefit the University.

SI V G 5: Develop and implement technology enhancement initiatives, and improve written processes and procedures to streamline Facility operations practices.
FACILITIES STRATEGIC GOALS ALIGNED WITH VPBA STRATEGIC PLAN GOALS

Business Affairs Goal 1: Embrace a culture of customer service and exceed expectations of stakeholders/partners

Action Items:
- Provide high quality new capital construction and facility renovations
- Develop and manage a long range Facilities Master (and Renovation) Plan
- Meet the needs of customers with efficient and timely services through partnerships

Business Affairs Goal 2: Cultivating human capital that is aligned with our mission, vision, and values through the identification, recruitment, retention, management and development of our staff, and promoting an organizational culture of excellence wherein our employees might excel

Business Affairs Goal 3: Promoting continuous improvement through efficiency, effectiveness, productivity, use of technology and the development of technological solutions

Action Items:
- Provide collaborative support services for community and outreach programs

Business Affairs Goal 4: Developing and sustaining partnerships and communication

Action Items:
- Develop and support both global and community partnerships that promote accessible, quality, life-long learning

Business Affairs Goal 5: Practice stewardship and transparency and ensure compliance

Action Items:
• Analyze and streamline processes to eliminate redundancy and non-value added activities
• Enhance and increase use of technology in all areas
• Evaluate current processes to establish baselines
• Deliver annual customer service surveys
• Increase customer collaboration and communication
• Develop facility plans and programs to meet or exceed code and legal requirements
• Develop best value services that promote an ethical and fair environment at affordable costs
• Identify and facilitate community partnerships
• Create an organizational culture, administrative processes, systems and structures that value and promote productivity, while optimizing both the utilization of existing resources and technology and the generation of new resources/technology
• Customize, collaborate and communicate the delivery of services to meet customer expectations, timely completion, and regulatory compliance
• Distribute annual customer surveys for all areas to define services and validate customer expectations
• Develop and manage an integrated Facility Asset management program to include condition assessments, life cycle planning, and comprehensive project priority planning
• Establish key performance indicators and monthly operations performance reviews
• Improve processes for succession planning and the identification of skill competency for all departments
• Increase and optimize the revenue mix through auxiliary services and partnership opportunities
Office of Facilities Strategic Goals

Strategic Goal #1
Implement a Comprehensive Preventive Maintenance Program for all UTSA Building Systems and Infrastructure (SI I G 1, SI II G 1, SI V G 3, BA G1, BA G 2, BA G 5).

2015 Action Item
- Continue to enhance comprehensive preventive maintenance program and assure completion of more than 90% of scheduled preventive maintenance tasks each month.
- Evaluate and report on the impact of PM program on unscheduled failures, and emergency call-outs.

Strategic Goal #2
Provide high quality new capital construction and facility renovations (SI I G 1, SI V G 3, SI II G 1, and BA G 1, BA G 5)

2015 Action Items
- Continue to work closely with UT System Office of Facility Planning and Construction (OFPC) to address outstanding issues on completed Capital Improvement Projects
- Support the institution’s efforts to obtain funding, and complete design and construction of a new Instructional Science and Engineering Building (ISEB).
- Complete design and construction of convocation Center Fire & Life Safety Improvements.
- Complete Phase II of Distributed Antenna System installation.
- Complete baseball and softball locker room construction.
- Complete BSE Envelop Water Proofing Project.
- Complete construction of new recreation pool.
- Complete Alvarez Hall Lock Replacement Project.
Strategic Goal #3
Develop and manage long range Facilities Construction and Renovation Plans (SI I G 1, SI I G 4, SI II G 1, SI V G 3, BA G 1, and BA G 5)

2015 Action Items
- Complete comprehensive facility condition assessments and roofing assessments for selected campus facilities.
- Develop an integrated ten-year capital renewal project plan.
- Complete project to convert archived facilities drawings to Revit CADD format, and develop proposal for future actions.
- Continue to develop more effective work management process, and establish annual work plan, look-ahead schedule and firm weekly schedule to improve service delivery.
- Complete Main Campus Exterior ADA Assessment.
- Continue to plan and construct projects to address fire and life safety and ADA deficiencies on all campuses.
- Once funded, complete programming and initiate design for new Instructional Science and Engineering Building (ISEB).
- Support Student Affairs in planning and development of new Student Housing residence halls.
- Complete development of Landscape Master Plan

Strategic Goal #4
Support institutional energy conservation and environmental sustainability initiatives, and continue to enhance design specifications to move toward more energy efficient and environmentally sustainable campus facilities and infrastructure. (SI III G 1, SI III G 3, SI III G 3, SI V G 4, BA G 5).

2015 Action Items
- Continue to participate in the development of institutional environmental sustainability initiatives.
- Design and construct funded energy and water conservation projects, and provide project proposal on sustainability projects with high impact and reasonable return on Investment.
- Participate in and support the institution's involvement in the Sustainability Tracking, Assessment & Rating System (STARS) process, and seek opportunities to increase institutional STARS scores.
- Complete campus-wide lighting retrofit Project.

Strategic Goal #5
Establish Facility process improvement initiatives to enhance efficiency and effectiveness of services and activities and measure progress through monthly operations reviews (SI I G 1, SI V G 2, SI V G 4, BA G 3, BA G 5)

2015 Action Items
- Support Business Affairs Process Improvement initiatives as specific processes are identified for improvement.
- Complete and close remaining APPA FMEP Peer Review recommendations.
- Complete Long-Term Natural Gas Agreement with CPS Energy.
- Develop and implement technology enhancement initiatives, and continue to improve written processes and procedures to streamline Facility operations practices.
- Analyze and streamline processes to eliminate redundancy and non-value added activities.
- Implement new Facilities On-call Policy and procedures.
- Complete implementation of Mobile TMA wireless work order tools in all Facilities trades areas.
- Complete and Implement MOU with EHS&RM for refuse collection and recycling services
- Continue to enhance and increase use of technology in all areas.
- Continue to evaluate current processes using operational metrics and initiate appropriate improvement initiatives.
- Establish a culture of customer service and excellence, effectiveness, efficiency, and innovation, and reward high performing individuals and work units.
- Complete consolidation of Facilities automation systems.
Strategic Goal #6
Develop internal hiring practices to attract, recruit and retain qualified staff committed to our vision, mission, and values, and who contribute to excellence. (SI I G 2, SI II G 4, SI V G 1, BA G 2, BA G 5)

2015 Action Items
- Continue to implement approved Facilities Hiring Policy to assure best qualified employees are selected to fill vacant positions.
- Continue to work closely with Human Resources to update job families/career paths as appropriate.
- Continue to seek 100% supervisor completion rate on Facilities Supervisory Curriculum "fundamental" courses.
- Continue to support Facilities staff involvement in professional organizations and continued education for self improvement of benefit to the University.
- Continue to implement Housekeeping and Grounds contracting initiative.
- Hire highly qualified University Architect, Landscape architect, Assistant Director for Customer Services, Assistant Director for Automation Services, Quality Assurance Manager, and other critical Facilities positions.

Strategic Goal #7
Implement programs that support and develop students, and enhance the learning environment (SI I G 3, SI I G 5, SI III G 2, SI IV G 1, SI IV G 2, SI IV G 3, SI IV G 4, BA G 4)

2015 Action Items
- Continue to provide engineering and architecture internships and work study opportunities to provide experiential learning.
- Continue to develop and enhance relationships with professional organizations and community colleges to establish career opportunities and collaborate with the academic
community to establish recognized facility management curriculum.

- Continue to provide efficient and effective facilities support of the Texas Folk-life and Asian Festivals.

**Strategic Goal #8**
Embrace a culture of customer service and exceed expectations of stakeholders/partners (SI 1 G 2, SI V G 2, SI V G 5, BA G 1, BA G 4, BA G 5)

**2015 Action Items**
- Initiate and complete Dale Carnegie Customer focused training for key customer service staff.
- Fully implement new Customer Services Function under Facilities Business and Customer Services Department.
- Coordinate and integrate Facilities customer service surveys with Business Affairs
- Increase customer collaboration and communication through use of Facilities notification policies and personal interactions wherever possible
- Meet the needs of customers with efficient and timely services through partnerships
- Customize, collaborate and communicate the delivery of services to meet customer expectations, timely completion, and regulatory compliance
## S.W.O.T. Analysis (January 2015)

<table>
<thead>
<tr>
<th>Internal</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td><strong>Opportunities</strong></td>
</tr>
<tr>
<td>- PE, AIA, Masters Designations &amp; Licenses, Certifications</td>
<td>2. Sustainable/Green Building opportunities</td>
</tr>
<tr>
<td>2. Outside Resource Availability</td>
<td>3. Churn – Reduce Rate of Change</td>
</tr>
<tr>
<td>- OFPC, Other State Agencies</td>
<td>4. Outsourcing</td>
</tr>
<tr>
<td>3. We know our Customers</td>
<td>5. Automation Systems</td>
</tr>
<tr>
<td>4. Quasi-Sole Source by HOP</td>
<td>- Work management</td>
</tr>
<tr>
<td>- We are “Best Value”</td>
<td>- GIS</td>
</tr>
<tr>
<td>5. Progressive Leadership</td>
<td>- FMIS</td>
</tr>
<tr>
<td>6. Available Acreage for Growth</td>
<td>- BIM</td>
</tr>
<tr>
<td>7. Community (Municipal) Support</td>
<td>- Wireless PDA/phone</td>
</tr>
<tr>
<td>- Dedicated Vendors</td>
<td>6. Consolidation of Maintenance Resources</td>
</tr>
<tr>
<td>- Consultant Availability</td>
<td>7. Process Improvements</td>
</tr>
<tr>
<td>8. Experienced On-site personnel</td>
<td>8. New positions and staff</td>
</tr>
<tr>
<td>9. Response Capability</td>
<td></td>
</tr>
<tr>
<td>10. Internal (UTSA) Staff Support</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Funding</td>
<td>1. Loss of Key Staff (Retirement, Other Jobs)</td>
</tr>
<tr>
<td>- Large M &amp; O Deficit</td>
<td>2. Low Compensation ($$, Benefits)</td>
</tr>
<tr>
<td>- Deferred Maintenance Funding</td>
<td>3. Project Funding Uncertainty</td>
</tr>
<tr>
<td>- Staffing</td>
<td>- Impact of Oil price decline on PUF $</td>
</tr>
<tr>
<td>- Training</td>
<td>4. Environmental Barriers (TCEQ)</td>
</tr>
<tr>
<td>- Inexperience in key areas</td>
<td>5. Competition for Scarce Internal $$</td>
</tr>
<tr>
<td>- ✓ Loss of Corporate Knowledge</td>
<td>6. High Tech traditional Universities</td>
</tr>
<tr>
<td>- ✓ Lack of Alignment</td>
<td>- (Distance Learning/Virtual Univ)</td>
</tr>
<tr>
<td>2. Workload vs. Resources</td>
<td>7. Open Campus vs. Secure Campus</td>
</tr>
<tr>
<td>3. Space Limitations</td>
<td>8. TOO MUCH, TOO FAST</td>
</tr>
<tr>
<td>4. Information Management</td>
<td>9. Construction Climate</td>
</tr>
<tr>
<td>5. Low Perception of Customer Service Focus</td>
<td>- Less Contractor availability</td>
</tr>
<tr>
<td>6. Low Perception of Internal and External communications</td>
<td>- Less worker availability</td>
</tr>
<tr>
<td>7. Perception that costs are too high and work takes too long</td>
<td>10. Actual and Potential Leadership Changes (VPBA, others)</td>
</tr>
<tr>
<td></td>
<td>11. Outsourcing</td>
</tr>
</tbody>
</table>