Physical Plant Strategic Plan 2015

A. Current unit plans (this section is OPTIONAL): Please provide the URL for any current unit plans already in existence. NA.

B. Unit mission/vision statement: Please provide your current unit mission/vision statement. If your unit has multiple departments with differing mission/vision statements, list them as well.

Physical Plant mission statement:
To contribute to the University's mission by operating and maintaining a safe, clean, and efficiently run campus.

Physical Plant Sub-Units mission/vision statements:

Building, Utility and Fleet Services:
- We are committed to: creating a diverse, safe, fun and trusting environment for staff, faculty, guests and team members; building an innovative Building Utility & Fleet Services (BU&FS) program providing high quality service while embracing social and financial responsibilities.
- The Building, Utility and Fleet Services department(s) are dedicated to meeting the needs of the University by providing mechanical, HVAC, plumbing, carpentry, locksmith, electrical, lighting, energy management system, fire alarm system, security system, painting and sign support services. Building, Utility and Fleet Services also has responsibility for management of the central heating/cooling plant and co-generation plant operations for the Santa Cruz campus. Fleet Services includes fleet maintenance, repair and vehicle rental services.

Custodial Services:
- The Mission of Custodial Services is to provide and maintain an efficient, aesthetically pleasing and hazard free environment for students, faculty, staff, and the public.

Grounds:
- Grounds Services is committed to customer service in support of Physical Plant's mission to provide an economically and efficiently operated, safe and well maintained campus environment. Grounds Services maintains campus lands and developed landscapes, roads, paths, hardscapes, turf, exterior athletic facilities, irrigation, tree maintenance, provides pest control, storm drain maintenance, refuse/recycling services and vegetation management.

Energy and Utilities:
- To devise, promote and implement efficient use and conservation of energy and water. The Energy Management division of Physical Plant aims to help UCSC
operate as efficiently as possible. The main functions served by the department include internal utility management, energy efficiency projects, and reporting on campus energy use.

C. Adaptive organizations: Identify actions your unit will take in 2015-16 to advance the five characteristics of adaptive organizations (Heifetz and Linsky): 1. Elephants in the room are named 2. Responsibility for the organization’s future is shared 3. Independent judgment is expected 4. Leadership capacity is developed 5. Reflection and continuous learning are institutionalized.

1. Elephants in the room are named:
   - Clarify expectations for communication within Physical Plant and to campus customers. Examples:
     - water/drought response.
     - service level/wait times.
     - State vs Aux funded.
   - Identify means to break down barriers between management and union staff to foster a more inclusive and collaborative work place.
   - Identify a means of how to best manage the campus aging infrastructure with limited resources.

2. Responsibility for the organization’s future is shared:
   - Provide regular communication within Physical Plant outlining our current state and where we are going and how we will get there.
   - Review and improve communication to all of Physical Plant.

3. Independent judgment is expected:
   - Broaden delegation to qualified staff: with clear expectations, provide training, mentoring and coaching as needed.
   - Encourage and support employees to engage in healthy exchange of ideas.

4. Leadership capacity is developed:
   - Develop opportunities and trainings to enhance growth and leadership capabilities within Physical Plant.
   - Chart plans for career development of individuals seeking increased responsibility and opportunity.

5. Reflection and continuous learning are institutionalized:
   - Regularly follow up on activities and projects to identify successes and ways to improve. Document lessons learned as a tool for improvement.
   - Solicit feedback from within and outside the Physical Plant organization.
D. Unit strategies and year one actions: For each of the four BAS goal areas, identify strategies (that will span the entirety of the strategic plan timeframe) and year one actions that your unit will undertake. Ensure you review the BAS strategies and year one actions to avoid duplication or the creation of conflicting efforts.

1. Finances (advances campus goals 1,5) - Deploy and manage BAS resources to align with institutional goals

Physical Plant Strategies – Finances:
- Identify financial/budget training for managers and supervisors.
- Identify, create and implement standardized financial reports.
- Develop succession planning for Physical Plant units for key manager and supervisor positions.

Physical Plant Year One Actions – Finances:
- Identify financial training needs for Supervisors and Managers and create plan. Training:--what kind and who needs it. (re-charge training, fiscal analysis skills, etc.)
- Succession planning and reorganization of Business Office.

2. Learning and development (advances campus goals 4,6,5) - Ensure that BAS team members have the opportunity for engagement, advancement and fulfillment.

Physical Plant Strategies – Learning and development:
- Develop Career Development/Mentoring program - see below:
  - Provide opportunities tailored to staff needs (including all represented and non-represented staff).
  - Identify staff needs centered on professional and personal growth.
- Enhance Unit and Department training, safety awareness and recognition with the objective of creating a motivated, healthy and happy workforce.

Physical Plant Year One Actions – Learning and development:
- Survey staff and follow up with one-on-one meetings as needed to determine staff training/development goals.
- Research what applicable Campus and UC wide training is available and publish to Physical Plant.

3. Constituents (advances campus goals 3,2,5,6) - Collaborate with stakeholders to ensure alignment of BAS activities with efforts to support teaching, research and public service

Physical Plant Strategies – Constituents:
- Review and improve communication and outreach plans.
• Customer Work Orders: provide means to communicate with customers the status of work orders: schedule, costs, etc. through completion of job. Supervisors perform random post job follow up and touch bases with customer for customer satisfaction level.
• Keep the Physical Plant web site up to date and incorporate new technology and information into the site as needed.

Physical Plant Year One Actions – Constituents:
• Revise customer service meeting format to enhance customer relations and feedback.
• Work with ITS to modify FAMIS reporting to allow status updates be sent to customers.
• Establish a process to keep the Physical Plant website updated at regular intervals with value add information our customers would benefit from.
• Create a simple customer satisfaction and feedback survey.

4. Processes (advance campus goals 4,5,6) - Ensure BAS processes are transparent, efficient and effective

Physical Plant Strategies – Processes:
• Move toward paperless operations with mobile devices and other technologies. With web based FAMIS v4 move Work Order processes towards a more paperless process and share within unit.
• Solicit feedback from staff on routine processes within Physical Plant that may have waste and could be streamlined.
• Research other UC facilities departments for advances they have made in use of technology, web based maintenance operations, etc.
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Physical Plant Year One Actions – Processes:
• Review customer feedback regarding our processes.
• Identify processes to evaluate and improve.

E. Success measures: Please identify success measures that your unit will utilize to track progress on unit plans.

Physical Plant Success measures:
• Lay out goals and objectives with managers’ supervisors; identify staff participation, and timeline parameters.
• Benchmark current status in each category and rate progress quarterly, via scaled matrix or task reports, as progress or set-backs are identified.
• Meet quarterly, possibly monthly, to track progress.