

# Strategic Plan

F.Y. 2014 – F.Y. 2019

Department of Facilities Management

**Division of Construction**

March 14, 2014

## **F.Y. 2014 – F.Y. 2019**

The strategic plan for the Division of Construction, like the Board of Education’s strategic planning framework, emphasizes our commitment to students in Montgomery County Public Schools. Outstanding staff performance, organizational effectiveness and high-performance school facilities have contributed to exceptional student performance and to Montgomery County Public Schools success. The Division of Construction is committed to a culture of respect, collaboration, innovation and equity. We, along with the rest of the school system, are building our future together.

### **MISSION STATEMENT**

The mission of the Division of Construction is to effectively plan and manage design and construction processes to provide quality learning environments in a timely manner. The Division of Construction commits to:

- Engaging collaboratively and respectfully with all partners, building a self-renewing learning community that reflects our values
- Providing the highest quality design, construction and support services that are essential to the educational success of all students
- Organizing and optimizing resources, including effective use of technology and sustainable practices
- Establishing and improving strategic processes for capital project excellence, enhancing customer service, and sharing accountability that support teaching and learning
- Hiring for excellence and building capability of all staff
- Promoting effective two-way communication

### **VISION STATEMENT**

The Division of Construction will be a model of excellence in progressive, innovative and process-driven facilities design and construction.

### **THEORY OF ACTION**

If the Division of Construction staff cultivates a collaborative culture of service to understand and anticipate needs, communicate processes and the rationale for decisions, and ensure high quality services are accurate, timely, and reliable, then our efforts will ensure that principals, schools, and offices will have the appropriate resources and support to accomplish their missions.

### **CUSTOMERS**

- Principals, school staff and students
- School system executive staff
- Non-school based Montgomery County Public Schools employees
- The Board of Education, County Council and County Executives
- Parents, guardians and community leadership (PTSA, MCCPTA, Etc.)
- Community user groups and tenants of facilities

### **PARTNERS**

- Other Montgomery County Public Schools offices, departments and divisions

- Federal Agencies and Staff (i.e. DOE, EPA, OSHA, Etc.)
- State Agencies and Staff (i.e. MDE, IAC, MOSH, PSCP, Etc.)
- Local Government Agencies and Staff (i.e. M-NCPPC, MC-DPS, MC-DEP, CUPF/ICB, Etc.)
- Municipalities
- Utility Companies (i.e. WSSC, Pepco, Etc.)
- Consultants, Contractors, Vendors, Suppliers

## **STAKEHOLDERS**

- All customers
- Taxpayers
- Employees and Families
- Neighbors/adjoining landowners
- Homeowner Associations, Civic Associations, Etc.
- Business community

## **OUR CORE VALUES**

The following Division of Construction core values are aligned with the Department of Facilities Management Strategic Plan, the Chief Operating Officer's Strategic Plan, and the Board of Education's Strategic Plan Framework:

- Learning
- Relationships
- Respect
- Excellence
- Equity
- Integrity

### **Learning**

*We believe* our work is focused on the success of all students and employees and that learning is enhanced by their environment.

*Therefore*, we will commit to align our processes to provide high-performance school facilities with the flexibility for future improvements while providing professional growth opportunities for staff.

### **Relationships**

*We believe* that meaningful collaboration with students, staff, our business partners and communities is vital to our success, stakeholder relationships make the Division of Construction more effective and help others fulfill their missions, and strong partnerships are built on trust and open and honest communication.

*Therefore*, we will know and seek to understand the perspectives, experiences, and needs of our customers, build strong, mutually supportive relationships with the departments, divisions,

schools, or offices we serve, and use interest-based and other collaborative methods to identify and achieve our goals.

### **Respect**

*We believe* that respectful behavior generates trust that leads to excellence and high productivity, each individual staff member's contributions add value to the quality of our services, and all staff members should be treated with integrity, honesty, and respect.

*Therefore,* we will model civility in all interactions and encourage open and honest communications, provide opportunities for stakeholders to voice their opinions, actively recognize individuals' contributions and progress, and be open and respectful of other perspectives

### **Excellence**

*We believe* that success of our schools, students and staff depends on setting and maintaining high standards for the work we do, that providing high-quality facilities are the foundation of our success, and that actively engaged employees lead to excellence in service.

*Therefore,* we will use resources and develop and manage processes to effectively and efficiently meet and exceed standards, be accountable, measure performance, and strive for continuous improvement, and continuously explore innovative and new products, practices, and solutions.

### **Equity**

*We believe* that every person is unique and has value and that diversity in our division provides a wealth of valuable perspectives.

*Therefore,* we will know customers and colleagues as individuals, seek multiple perspectives and relationships from within and outside the organization, and remain committed to equitable practices.

### **Integrity**

*We believe* that integrity provides the necessary foundation for long-term relationships of trust and organizational success

*Therefore, we will foster honesty and uphold high ethical standards.*

## **STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT)**

### **Strengths**

- Leadership and staff with broad spectrum of technical expertise and institutional knowledge
- Commitment to work excellence and quality
- Strong Core Leadership
- Teamwork and collaboration
- Responsiveness
- Problem solving
- Continuous improvement and process management
- Tradition of success
- Staff diversity
- Transparency and accountability
- Commitment to equity and equitable practices
- Strong relationships with business partners and stakeholders
- Staff members with leadership qualities
- Level of commitment/collaboration of management and staff
- Sustainability (environmental, social, economic)

### **Weaknesses**

- Inconsistent operational practices
- Lack of succession planning and opportunity for cross-training
- Communication gaps/limited knowledge of issues/shared information
- Lack of organized and accessible data management
- Increasing workload versus resources

### **Opportunities**

- Emerging Technology and availability of knowledge sharing
- Continual demands for school capacity and facility needs
- Increased-access to web-based information of growing content
- Community and local business good will and support
- Collaboration with other high-performance school districts
- Improving staff skills
- Improving relationships with stakeholders
- Improving MBE participation
- Increased awareness and implementation of equitable practices
- County commitment to school construction through new revenue sources (recordation and impact taxes)
- Green building design and construction

### **Threats**

- Diminishing product and service quality to MCPS
- Changing and conflicting priorities
- Changing technologies and standards

- Lack of pool of needed job skills
- Changes in construction market conditions
- Shortage of available county real estate (i.e. schools, support facilities)

### **CORE COMPETENCIES**

We are committed to fostering an environment that promotes staff growth and development in meeting core competencies, thereby improving the Division's overall performance in achieving our vision and mission.

- Commitment to Students
- Expertise and Knowledge
- Professionalism in Business Conduct
- Interpersonal Relationships
- Communication
- Management
- Problem solving

### **STRATEGIC ISSUES – (5-Year Window)**

1. Changing industry practices and standards
2. Process improvement
3. Institutional knowledge
4. Staff development
5. Equity in the workplace
6. Meeting project goals

### **ASSUMPTIONS**

1. DOC will continue to operate under budget constraints
2. There will be a continued increase in the demand for school capacity, usage and office space
3. There will be continuing uncertainty in commodities and construction markets
4. Regulatory issues will continue to impact all DOC projects and processes
5. DOC will continue to adjust to new leadership team vision and priorities
6. Community expectations will remain high and they will continue to seek to play a more active role in our work.
7. Technology will continue to change and evolve

### **STRATEGIC GOALS**

1. The DOC staff and leadership engages all partners collaboratively and respectfully, building a self-renewing learning community that reflects our values
2. The DOC provides the highest quality design, construction and support services that are essential to the educational success of all students

3. Resources are optimized and organized, and technology and sustainable practices are effectively employed in our work
4. Strategic processes are established, improved and maintained for capital project excellence, customer service is enhanced, and accountability that supports teaching and learning is shared.
5. Hiring for excellence and building capacity of all staff
6. The DOC promotes and maintains effective two-way communication

## **STRATEGIES**

1. Update the Division's technology infrastructure *(SG #2,3)*
2. Develop a consistent electronic documentation archive *(SG #2,3,4)*
3. Develop a searchable information management system *(SG #2,3,4)*
4. Actively engage our business partners *(SG #1,2,3,4,6)*
5. Establish a standardized portfolio management system/software and provide staff training and access *(SG #2,3,4)*
6. Develop a process to better capture institutional knowledge *(SG #1-6)*
7. Develop and maintain consistent operational practices *(SG #1-6)*
8. Optimize performance and efficiency through better scheduling, resource allocation and resource leveling. *(SG #1-6)*
9. Encourage staff to take pride and ownership in their work *(SG #1,2,3,5)*
10. Provide opportunities to build competency, encourage personal growth and initiative
11. Leadership training is available to all DOC staff *(SG #1-6)*
12. Provides staff with clear job expectations and a process by which those expectations are measured *(SG #1-6)*
13. Develop action plans that are focused and implemented equitably within the Division of Construction *(SG #1-6)*
14. Increase outreach to ethnic minorities during the hiring process *(SG #1,2,3,5,6)*
15. Create an inclusive work environment *(SG #1-6)*

## **ACTION PLAN**

1. Create a standing committee to research and track changing industry trends, practices and standards, meet quarterly and develop a plan to incorporate into Division of Construction processes and practices. *(S #1-5)(FY 2014-2019)*
2. Division of Construction leadership team will identify and create opportunities for sharing problem solving practices, team building activities, and staff recognition. *(S #6,9-12,15,16)(FY 2014- 2016)*
3. Division of Construction leadership team will monitor and provide support for equity plan implementation of each team periodically. *(S #1-16)(FY 2014- 2016)*
4. Division leadership and staff representatives will meet quarterly to discuss information technology and data sharing. *(S #1-3, 5-7)(FY 2014- 2016)*
5. Create a professional development team to collaborate with Department of Facilities Management executive leadership to develop, implement department-wide professional development activities for staff. *(S #9-16)(FY 2014-2019)*
6. Create an action team with leadership and staff representation to review all documented processes and measurements and, identify and reorganize only key processes. *(S #2,3,5,7, 11-13)(FY2014-2016)*

