



Systemwide Safety Programs Department of Facilities Management Strategic Plan FY2014 to 2019

Mission Statement

Systemwide Safety Programs works to establish and maintain a safe and healthful learning and working environment for students, staff, contractors, and visitors through:

- Guidance, direction, and support to schools, departments, and offices
- Employee training
- Oversight and development of employee and student safety and health programs
- Championing safety procedures and practices
- Regulatory compliance activities

Vision Statement

To drive effective and efficient programs and services supporting a safe and healthful learning and working environment.

Customers

- MCPS offices, departments, divisions, units, and facilities
- Parents/guardians and students
- Employees and families
- Facility occupants and visitors
- Vendors and contractors
- The Board of Education, County Council, County Executives
- Local businesses and communities

Partners

- Offices, departments, divisions, units, and facilities
- Parents/guardians and students
- Employees and families
- State and local agencies (MCFRS, DHHS, DPS, OEMHS, CUPF/ICB, etc.)
- Employee associations
- Vendors and contractors

Stakeholders

- Federal and state government regulators (EPA, MOSH, MDE, MSDE, etc.)
- Local government regulators (MCFRS, DHHS, DPS, OEMHS, etc.)
- Taxpayers
- Parents/guardians and students
- PTSA/MCCPTA
- Employees and families
- Local businesses and communities

Values

- Success for every student and employee
- Continuous improvement of business processes to best serve our customers
- Commitment to the health and safety of our students, employees, contractors, visitors, and communities
- Providing effective and efficient services based on objective, professional judgment
- Creativity, innovation, and flexibility
- Respect, equity, integrity, and professionalism
- Teamwork
- Transparency and accountability

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

Strengths

- Institutional knowledge/experience
- Technical knowledge, skills, and abilities (KSAs)
- External experience and industry contacts
- Program and personnel management KSAs
- Commitment to collaboration with partners and stakeholders
- Management agility (e.g., financial flexibility)
- Use of technological solutions (online training, online MSDS management, etc.)
- Commitment to continuous improvement and innovation
- Commitment to equity and equitable practices
- Principal Handbook memos/best practices

Weaknesses

- Poor information management systems
- Limited (incomplete) documentation of processes, procedure documentation
- Increasing work load with limited time (reactive vs. proactive)
- Limited coordination with partners and stakeholders
- Negative perceptions of customer service
- Negative perception of safety principles, procedures, and regulations (threat?)
- Ability to communicate information to proper audience, timely

Opportunities

- Strong support of regulatory compliance efforts by DFM, OCOO
- Continuing cooperation of partners (e.g., department/division safety programs and initiatives)
- Vast scope of responsibilities, which permits relationship building through direct support and interaction with varied customers
- Developing technologies
- Increasing awareness and demand for student and employee safety support
- Diversity and availability of qualified workforce
- Improving relationships with dissatisfied customers

- Increased awareness and implementation of equitable practices
- Changing political and regulatory climate
- Safety Policy
- Increasing population
- Reduce work related injuries/costs/claims (substantial baseline of WC claims)

Threats

- Insufficient resources, affecting proactive activities (e.g., hazard analyses, routine inspections), accident investigation capabilities, recordkeeping, training and program support, and succession planning
- Limited authority, influence
- Lack of accountability for non-compliance with safety requirements
- Poor integration of safety procedures and practices with systemwide business operations
- Catastrophic events (natural disasters, man-made events, epidemics, etc.)
- Increasing federal, state, and local mandates without funding
- Inadequate communication among partners
- Competing agendas among partners
- Adversarial climate between governmental agencies
- Changing political and regulatory climate
- Increasing population

5-Year Window – Strategic Issues

1. Organizational image and influence (customer and stakeholder perceptions, understanding, and appreciation of our mission, functions, capabilities, and limitations)
2. Business Discipline (consistent internal business processes, collaboration with customers and stakeholders)
3. Mission Capabilities (growing workload versus constrained funding and staffing)

Assumptions

1. SSP will continue to operate under significant budget and staffing constraints.
2. There will be increasing demand for services and program support.
3. There will be continuing difficulties achieving buy-in from administrators and managers.
4. There will be increasing regulatory requirements.

Strategic Goals

1. MCPS effectively controls student and staff safety and health hazards. (SI #1 - 3)
2. Systemwide compliance with applicable safety and health regulations. (SI #1 - 3)
3. Customers and stakeholders value safety and health programs. (SI #1, 2)
4. Customers and stakeholders understand SSP's mission and functions. (SI #1, 2)
5. SSP business processes and activities are integrated with systemwide business operations. (SI #1, 2)
6. Effective relationships exist with partners. (SI #1, 2)

Strategies

1. Identify and evaluate student and staff safety and health hazards. (SG #1, 2)
2. Evaluate compliance with safety and health regulations and practices. (SG #2)
3. Improve customer and stakeholder understanding of staff and students' roles and functions related to safety and health requirements. (SG #3, 4)
4. Work with partners to ensure business processes and activities are consistent with safety and health requirements. (SG #1 - 6)
5. Review and improve consistency, alignment, and integration of SSP's processes and functional relationships. (SG #4 - 6)

Supporting Objectives

1. Review and update SSP web site. (S #3, 4)
2. Increase communication and outreach. (S #1 - 5)
3. Identify, evaluate, control, and prevent safety and health hazards. (S #1 - 5)
4. Propose systemwide initiatives necessary for achieving compliance with safety and health regulations. (S #1 - 5)

Action Plan

1. Review and update SSP web site: (SO #1)
 - Revise format,
 - Upload current safety and health guidelines,
 - Describe SSP activities.
2. Improve analysis of injury/illness data to identify: (SO #1, 2)
 - Training needs,
 - Trends,
 - Hazards requiring special attention,
 - Injuries and illnesses requiring special attention.
3. Increase communication and outreach: (SO: #2)
 - Participation in committees (internal and external)
 - Employee Organization (MCAAP, MCEA, SEIU) Committees
 - DFM Outreach Activities
 - DOM Safety Committee
 - DOC Facility Advisory Committee
 - DOT Accident Review Board
 - Montgomery County Child Fatality Review Team
 - Montgomery County School Health Council
4. Develop MOSH-required written programs: (SO #3,4)
 - Hazard Communication Program,
 - Energy Control (Lock-Out/Tag-Out) Program,
 - Respiratory Protection Program,
 - Confined Space Program,
 - Hot Work Permit Program.
5. Improve systemwide capabilities related to: (SO #3,4)
 - Job safety analyses,
 - Routine inspections,
 - Accident investigation.

6. Review and revise existing safety and health programs: (SO #2 - 4)
 - Automated External Defibrillator (AED) Program,
 - Bloodborne Pathogen Exposure Control Plan,
 - Chemical Hygiene Plan,
 - Drama and Theater Safety Handbook.