

Sonoma State University

**Facilities Management
Organizational Review**

March 2018

Introduction

Upon the request of Vice President of Administrative Services of Sonoma State University, Joyce Lopes, the California State University Office of Capital Planning, Design and Construction, agreed to provide an organizational review for the Sonoma State University (SSU) Facilities Management (FM) program.

The request was to review information made available by the facilities department, interview a cross-section of department and campus representatives, and make general observations about the physical condition of the campus, existing business processes & practices, and the department's alignment with higher education benchmarks on staffing, funding and work quality in comparison to other CSU facilities operations.

The on-site team conducted 25 formal and ad-hoc interviews with representative stakeholder groups from academic departments and self-support units including Parking, Housing, Dining, Student Centers, Green Music Center, and Conferences & Events. All departments within Facilities Management were also reviewed.

General Observations

Customers interviewed expressed frustration with a consistent lack of timely response to requests from both maintenance operations and project management. Contributing factors include the growth of maintained space and Student enrollment, increasing complexity of buildings systems and a lack of defined business processes. This has led to workarounds to get work completed and leveraging of personal relationships to expedite requests.

We found the Facilities Management department often shows random acts of excellence, but is missing an aligned focus that contributes to meeting a common goal. This is not due to the unwillingness of the staff or managers to perform quality work, but more a symptom of a misalignment of financial and physical resources.

Departmental funding needs to be articulated and transparent. Managers should have control and accountability over their departmental budgets. These changes will require a higher level of professionalism from staff and managers alike. This means participation and training for all levels of the organization will be required, particularly for managers as they will be key to a successful transition.

As the University engages in strategic planning there is an increased focus on innovation, sustainability, and efficiency. Thus, technology will have an increasingly greater role in the facilities department and will become more complex requiring staff to keep up with these advances. The overall responsibility for changing the culture of facilities will rest with the leadership in the facilities departments and will require a higher level of sophistication in management and strategic planning. Facilities departments will have to maintain a commitment to ongoing training and improving customer service to all campus stakeholders.

Based on all the data gathered during this process, below is a list of recommendations to improve the services provided by the Facilities Management organization.

Organizational, Stakeholder and Departmental Recommendations:

Organizational Structure

- Fill the currently vacant Associate Vice President for Facilities Management position.
- Align resources with campus' stated needs and requirements
- Align the Planning and Construction Department's staffing with project budgetary needs.
- Consider the addition of a Human Resources Manager dedicated specifically to Facilities Management.
- Consider funding an Energy/Sustainability Manager from the campus energy budget and reinvest energy savings back into additional energy projects.
- Clearly define project management scope and responsibilities between Capital Planning and Facilities to improve delivery to stakeholders.

Stakeholder Services

- Document all base level services to be provided to departments by Facilities Management.
- Define costs associated with each base level service to be performed.
- Develop clear procedures around tracking services performed and the associated costs for labor and materials.
- Align funding and staffing with base level service expectations.
- Develop staffing work shifts that result in efficient maintenance and project delivery.
- Clearly communicate with stakeholders the services levels and timeframes they can expect from facilities.
- Define what is included as a base level service and what additional services can be performed as chargeback services.
- Define and publish chargeback rates for non-maintenance needs and/or services to meet the EO 847 requirements for providing services to non-state entities.
- Streamline the procurement process for goods and services to stakeholders.

Departmental Management

- Delegate budgetary responsibilities to Facilities Management teams and assign responsibility and accountability to department level managers for managing costs including salary and wages (with or without paid benefits).
- Add staff level transparency, where appropriate, to department budgets for support and maintenance allocations.
- Create Key Performance Indicators (KPIs) to track progress in critical areas in need of improvement.

- Establish control processes and accountability for tracking departmental supplies and materials. Consider a central warehouse for inventory management.
- Develop a method to attribute supplies and material related costs to departments and projects.
- Improve training and utilization of the AIM Computerized Maintenance Management System (CMMS)
- Develop and maintain a robust preventive maintenance program using AIM.
- Develop KPI's to track reactive vs. pro-active maintenance.
- Standardize the use of handheld devices for work orders, inventory and time reporting purposes.
- Remove technological barriers (campus-wide Wi-Fi access) to improve connectivity for receiving, documenting and closing work orders on handheld devices.
- Establish a consistent method and equipment for communication between employees and shops when in the field.
- Establish regular management meetings to share project workload, status, staffing, goals, and responsibilities.
- Establish energy conservation and sustainability goals with a plan and timeline to achieve each goal.
- Establish a budget within each department for servicing and replacing equipment.
- Improve building access and key control processes. Coordinate technology upgrade considerations with other campus stakeholders (housing, student unions, etc.)
- Utilized available reports and assessments to prioritize maintenance and capital work necessary to reduce campus deferred maintenance backlog.
- Improve the professionalism of the facilities organization, the safety of students and the security of the campus by implementing a sustainable uniform program.

In summary, all employees, managers and staff alike, should be invited to take part in changing the culture of the Facilities Management organization. Senior leadership should articulate a clear vision for the Facilities Management organization, and everyone should understand they share a common mission. Employees will be proud to be part of an organization that is organized, predictable, effective, and appreciated by all campuses stakeholders. This change will entail more accountability and adherence to formalized processes, many of which facilities staff should be allowed to participate in developing. Similarly, campus stakeholders, who use the department's services, must understand their needs will be better met when they too follow the established protocols for requesting services.