

PHYSICAL PLANT
Strategic Plan
2004-05

Mission Statement

The Physical Plant Department is a service-oriented team of dedicated and skilled people responsible for building, adapting, and maintaining the facilities, grounds, and equipment of Davidson College in perpetuity.

Our ongoing mission is to provide a high-quality, comfortable, clean, safe Campus environment to best meet the current and future operational needs of the College through exceptional management of resources, the natural environment, architectural integrity, and regulatory compliance.

Vision Statement In five years or less, we want others to say:

The Physical Plant Department envisions all facilities of the College to be well-maintained, with defined and regular cycles of replenishment, replacement and renewal of building components.

Our repair services will be responsive within 24 hours with trained and professional technicians, utilizing the best trade practices. Routine maintenance services will be centrally coordinated so as to minimize disruption to the life of the Campus. Progress and status of work will be communicated through automatic, electronic means as well as via the responding staff.

On campus staffing for routine maintenance and repair services will be 24 x 7 x 365. The alternate shifts will provide better non-emergency response to the future growth of College functions outside of the 8- 5 business day. In addition, alternate shifts will be utilized to better accomplish routine maintenance tasks in unoccupied spaces.

Our preventive maintenance services will execute thorough, cyclical care of buildings to identify and correct preventable breakdowns and extend the life of components.

Responsible for both planning the long term development needs of the College and executing the short term projects that support that strategy, Physical Plant envisions a professional execution of Capital projects that predicts and translates the physical needs of the College programs, unifies all coordination through a

designated Project Manager, estimates and executes an efficient project budget, and delivers completed results within allotted timeframes.

Physical Plant envisions the Campus Grounds as aesthetically creative and functional with a variety of species. The Grounds Department will employ environmentally friendly horticultural practices suited to nurture each element.

Physical Plant envisions optimum efficiency of its facilities in utility consumption by incorporating more efficient devices, controlling the peak demands, and negotiating better contracts, without altering noticeable Campus life.

Overarching each of these, the practices and facilities of Physical Plant will become academic teaching tools whereby Faculty and Students will utilize them in relative studies, free to learn from and experiment with the physical Campus as a laboratory.

Critical Issues

1. Our current Physical Plant has local, stable, long term employees that are engaged with the value system here. This allows us access and responsibility, but also translates into individual performance because of employee pride, rather than performance as a result of administrative procedures. As the population and the area continue to grow, Facilities jobs will be plentiful and we will struggle to compete and maintain consistency of employees. **Can we a) combat turnover, b) instill this value system in our changing workforce and/or c) change our business practices to assume a different workforce**, so that we continue the Davidson value system in Facilities jobs. As facilities maintenance transitions to technology driven operations, **can we integrate new, more technology savvy staff for the new, while maintaining an experienced employee base for the old?**
2. The "Let Learning Be Cherished" Campaign has provided the funding for solving a large percentage of the deferred maintenance on Campus. As the campaign concludes, the renewed facilities begin to wear, and the facilities not in the campaign wear further, **how will we fund and execute the ongoing maintenance needed to keep conditions from deteriorating?**
3. Davidson College strives to respond to all environmental, health, life-safety, accessibility and other regulatory guidelines. **How do we forge ahead with**

progress in each area on our desired timeline, to avoid a crisis driven regulatory mandate?

4. As there are more activities around the clock, can we providing a level of routine service, rather than only emergency service, beyond the business day?
Are we taxing our business day resources beyond reason, and is it more efficient to shift staff in broader timeframes to accommodate the new expectation?

Strategic Goals

1. Create and implement a development program for employees to include an orientation session specific to Physical Plant, a mentoring program that matches new employees to existing employees, a technical training program per trade, and a reward mechanism for progressive title and salary thresholds commensurate with skill and experience milestones. (2006) (Critical Issue 1)
2. Develop a Physical Plant policy and procedure guide. (2006) (Critical Issue 1)
3. Inject cross training to provide a minimum of a secondary technician at every specialized skill function. (2008) (Critical Issue 1)
4. Build a process efficiency in Maximo so that all data is current to the day, and then integrate an automated status report for work orders via email to let customers know of progress. (2006)
5. Utilize open and/or new positions to shift personnel in Building Services and Maintenance Operations to have staff on site Monday – Friday 7am to midnight and Saturday – Sunday 9am to midnight. (2009) (Critical Issue 4)
6. Develop a cyclical maintenance and replacement schedule for major components and equipment with identified funding in the College operating budget.
(2006) (Critical Issue 2)
7. Conduct a risk management audit of the Campus and then prioritize the topics from highest to lowest risk implication. Devise an execution strategy to begin work down the priority list. (2005) (Critical Issue 3)

8. Calculate, engineer and implement at least one building upgrade per year to the central, digital energy management system, funded solely from operational energy savings. (each year)

9. Design and build a replacement central boiler plant with base and peaking boilers with multiple fuel options. (2007)

10. Reduce landscape waste stream to zero by recycling and returning all landscape waste materials back to the campus in useable form. Enhance our Campus recycle/ reduce/ reuse program to cut our solid waste weight by 30%. (2009)