

Facilities Management Strategic Plan 2025 - 2027



The Facilities Task Force
December 2, 2024

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Executive Summary

This document outlines the work of the Facilities Task Force, which President Saunders charged with creating a three-year strategic plan for the Facilities Management Department. It contains a summary, overview of the work completed by the Task Force and analysis and recommendations for executive action.

Facilities Task Force

Anamarie Mixson, Christopher Martin - Co-chairs

Dr. Greg Tomso, Ms. Susan Woolf, Dr. David Bellar, Dr. Melinda Bowers, Dr. Dallas Snider, Mr. Tony Lindberg, Mr. Dan Lucas, Mr. Mel Manor, Mr. Tony Nguyen, Ms. Patti Spaniola, Ms. Sandra Thompson

Summary of Findings

The Strategic Plan focuses on five primary strategic directions:

- 1. Enhancing Operational Effectiveness**
- 2. Attracting, Developing, and Retaining a Skilled Workforce**
- 3. Creating a Culture of Customer Service Excellence and Continuous Improvement**
- 4. Creating and Maintaining a Safe, Accessible, and Appealing Environment**
- 5. Enhancing Classroom, Lab, and Office Spaces**

The plan aims to solve several pressing issues, including UWF's aging infrastructure, current operational inefficiencies, staffing challenges, communication gaps, and customer service issues. The following specific challenges are addressed:

- Many of our facilities operate beyond their intended lifespan, leading to increased maintenance costs, system failures, and potential safety hazards.
- Our current project management and maintenance systems lack integration and transparency, resulting in delays and excessive costs.
- Significant gaps in skilled labor, particularly in critical areas like groundskeeping, HVAC, and plumbing, have led to maintenance backlogs and decreased service quality. Our aging workforce, in many areas, also highlights the need for succession planning.

- Inconsistent communication has led to stakeholder dissatisfaction and a lack of understanding of facilities operations. There is a pressing need to improve the overall customer experience for faculty, staff, and students interacting with Facilities Management.

The recommended Facilities Management Strategic Plan establishes a comprehensive and actionable framework to address the University's most pressing challenges related to infrastructure, staffing, and operational effectiveness. This strategy prioritizes resolving systemic issues, staffing shortages, and communication gaps by introducing practical recommendations to ensure long-term success. The establishment of ad hoc subcommittees, the shift to a centralized organizational structure, and targeted hiring strategies underscore a commitment to sustainable and efficient operations. Furthermore, aligning with the University's Strategic Plan, Campus Master Plan, and Landscape Master Plan ensures a unified approach to advancing the University's goals.

The Work of the Task Force

The Facilities Task Force surveyed the campus community and met with key stakeholders to understand the current perception of the Facilities Management Department, the campus physical spaces, and the overall systems utilized within the Facilities Management Department.

The Task Force deployed three surveys in September 2024, resulting in 180 staff responses, 155 student responses, and 74 faculty responses. The survey remained open for two weeks and was analyzed using an open-coding thematic analysis approach. The following themes arose from the survey analysis: communication, funding, maintenance, staffing, customer service, and access. These themes laid the foundation for the proposed Facilities Management Strategic Plan. The survey instruments and responses are attached. See Appendix B.

The Task Force also conducted two separate focus groups composed of campus staff and staff with varying roles within the Facilities Management Department. The focus groups utilized Open Spaces and Appreciative Inquiry to facilitate organic discussion. Overwhelmingly, the same themes arose from the focus groups, with a concentrated emphasis on leadership, culture, and funding.

The Task Force also relied on guidance from the President's Cabinet to address high-level priorities such as critical infrastructure needs, funding challenges, and project prioritization. These areas provided insights and guidance as the Task Force refined the strategic plan.

Finally, the Task Force focused on developing a plan that aligns with and supports the University's current Strategic Plan, Campus Master Plan, and Landscape Master Plan. Appendix A provides a synopsis of how each plan aligns to support the University's mission.

Analysis & Recommendation

The Task Force recommends the following actions to support the goals outlined in the Strategic Plan.

Mission-Critical Maintenance:

The campus has 6 mission-critical single-point failure maintenance issues that the Task Force believes should be addressed as soon as funding permits.

Recommendation:

The Task Force Recommends the following projects for funding:

- Replace MECs (mechanical electronic controllers). Current ones are no longer supported. Replacement at an estimated cost of \$12.5k/each.
- Replace DX (direct expansion) units ranging from 17 to 41 years old. The estimated cost to replace with in-house labor would be \$6k/each.
- Replace Strobic fans on the roof of building 58. Strobic fans run the fume hoods in the labs. Replacement estimated at a cost of \$18k/each.
- Replace TEC's (terminal electronic controllers). Replacement at an estimated cost of \$2,050/each.
- Replace the boiler in building 72. The current unit is over 20 years old. The cost for the boiler is estimated at \$35k. This does not include labor or materials. The unit is in the mezzanine, making it difficult to replace. It will likely have to come out through the roof.
- Identify funding to finish swing space in 58c for the critical functions currently operating in 58, in alignment with Strategic Direction 5, Goal 5.1c - Plan for End of life space for bldg. 58. Spare switchgear and transformers are needed to ensure adequate back-ups in case of equipment failure.

Staffing:

The Facilities Management team faces significant challenges related to staffing and retention. UWF is currently understaffed in three critical areas of Facilities Management: Buildings and Grounds, Maintenance, and Communications/Administrative Support Staff. Additionally, Facilities Management has an aging workforce, severe absentee challenges, and difficulty attracting younger qualified staff committed to the University due to non-competitive wages in relation to market rates.

Recommendation:

The Task Force strongly recommends identifying and filling the following critical positions to support the facilities management department by addressing staffing shortages, such as; Communications Coordinator, Certified Pool Operator, Grounds Maintenance Supervisor, Mechanical or Civil Engineer, Utility Plant Personnel to staff the new plant when it comes online and Accessibility Coordinator.

In addition to hiring critical staff, the Task Force Recommends the following actions:

- A comprehensive desk audit of the entire Facilities Management department to align current roles with needs, realign underutilized staff to address gaps and provide cross-training and/or develop cross-functional teams within the department. The Office of Human Resources is ready to assist with this project and has identified an I/O Psychology Student capable of completing the desk audit by June 2025.
- Rebranding and developing a strategy around the Environmental Services department to attract a younger workforce, improve culture, address absenteeism, and elevate the minimum qualifications for entry-level positions in this department.

Organizational Structure:

One of the most significant challenges UWF faces related to Facilities Management is a clear delineation of who is responsible for physical space and funding related to those spaces. The current model creates confusion and delays in addressing emergent or non-planned facility maintenance issues as they arise throughout the year.

Recommendation:

The Task Force recommends moving to a centralized model for physical space oversight. A centralized model will allow University leadership to strategically plan and prioritize known maintenance issues and create a contingency budget to address non-planned or emergent maintenance issues as they arise throughout the year. This model clarifies who is responsible for space and relieves divisions and departments of the burden of addressing maintenance issues from their annual operating budgets. This recommendation can be achieved by organizational restructuring and addressing critical funding challenges.

Subcommittees:

The Task Force recommends the development of three ad hoc subcommittees to lead the process implementation:

- Best Practices and Technical Systems
- Space Management and Utilization
- An ad hoc committee to prepare for the Educational Plant Survey planning process.

The development of these subcommittees will support the Facilities Management team as they implement the strategic plan beginning January 2025.

Facilities Management Strategic Plan 2025 - 2027

Mission Statement

Plan, design, construct, maintain and operate a sustainable physical environment that enables the University to grow and achieve its mission.

Vision Statement

To foster a strategic, respectful, and growth-oriented culture of uncompromising excellence through strong campus partnerships, innovation, and exceptional service.

Core Values



Safety

We are committed to a safety-first mindset and equip our team with knowledge and tools to maintain a safe and welcoming campus environment.



Collaboration

We are committed to a collaborative approach to facilities management, utilizing our resources efficiently to address maintenance needs with a proactive approach.



Customer Focus

We are dedicated to understanding and exceeding the needs of our customers by delivering reliable, responsive, and high-quality service that enhances their experience and supports the University's mission.



Integrity

We maintain transparency in all decisions and processes. We operate with fairness, respect and integrity in all matters: doing the right thing for the right reason.



Respect

We foster a culture of respect through our commitment to exceptional service, fostering strong relationships and a sense of belonging throughout the University community.



Innovation

UWF expands learning as well as knowledge through creating and embracing opportunities for transformational change.

Strategic Direction 1: Enhance Operational Effectiveness of Facilities Management

Goal 1.1: Improve Data-Driven Project Prioritization and Management

1.1a Conduct a Comprehensive Facilities Condition Assessment.

1.1b Develop a list of mission-critical, single-point failure items. The list should include the length of existence of the issues, impact of failure (for example, sq ft. taken offline, time offline, space codes impacted), cost of replacement or repair, if possible, life expectancy, and year installed. A list of items original to the building/past life expectancy should also be included.

1.1c Develop a comprehensive list of major, currently active construction projects, planned construction projects, and renovations with a project cost of \$1M or more, including funding sources, projected completion dates, and risk assessment for existing buildings. Annually review the list with the President's Cabinet each April.

1.1d Create and implement procedures for project prioritization, including review by the President's Cabinet, to ensure projects align with strategic priorities.

1.1e Identify national best practices and standards in facilities management and apply them to critical areas such as staffing, budgeting, communication, and project management.

Goal 1.2: Conduct technical systems review of facilities project management and work order management systems to include internal, external, and communication processes and provide a report and recommendations to the President's Cabinet.

Goal 1.3: Redevelop and refine the Plan for Deferred Maintenance, Regular Maintenance, and Hardscape fixtures.

1.3a Refine the methodology for identifying, evaluating, and prioritizing deferred maintenance projects for inclusion in the 5- or 10-year Plan. Provide an executive summary of the plans to the President's Cabinet annually for review and approval.

1.3b Develop and maintain a 5-year and 10-year deferred maintenance plan with corresponding budgets to address critical infrastructure and facility repairs.

1.3c Establish and implement a comprehensive annual maintenance and inspection schedule for critical systems and facilities—HVAC, electrical, plumbing, roofing, retention ponds, and recreational facilities—to enhance reliability, prevent system failures, and reduce long-term costs, including regular code compliance reviews for critical infrastructure, proactive preventive maintenance, and transparent communication with stakeholders on maintenance activities and outcomes.

Strategic Direction 1: Enhance Operational Effectiveness of Facilities Management (cont.'d)

1.3d Implement a routine maintenance plan for outdoor hardscapes (e.g., pathways, benches, outdoor seating), ensuring they remain safe, clean, and accessible year-round.

1.3e Establish clear written protocols to identify the university divisions, accounts, and offices responsible for funding maintenance projects, focusing on areas such as Housing, Athletics, Child Care, the Commons, Aquatics, and Recreation.

Goal 1.4: Implement Continuous Improvement Processes to Enhance Operational Efficiency.

1.4a Establish a continuous improvement team within Facilities Management to evaluate processes, identify inefficiencies, and recommend improvements. This team will develop and implement a KPI dashboard to track operational efficiency metrics, including, but not limited to, project completion times, cost savings, and work order processing speed, used to measure performance year-over-year. Dashboard reports will be submitted to the VP annually.

1.4b Implement a formal system for collecting feedback from staff, stakeholders, and project managers on operational procedures and project execution, with quarterly reviews and updates.

1.4c Conduct Lean Six Sigma training for Facilities Management leadership and key staff to build internal capacity for identifying inefficiencies and improving workflows.

1.4d Establish a structured post-project review process to assess project performance, including a detailed analysis of cost overruns, actual versus projected timelines, modifications, and unexpected challenges. Incorporate lessons learned and actionable recommendations to improve the planning and execution of future projects.

1.4e Implement a system for tracking and reducing the time and cost required to complete recurring maintenance tasks, with an annual goal of reducing inefficiencies in cost by 5% and time reduction by 10%.

1.5e Develop a process to plan for future growth and staffing needs for bringing new buildings and facilities online.

Strategic Direction 2: Attract, develop and retain a skilled workforce

Goal 2.1: Identify staffing shortfalls and develop a comprehensive staffing plan.

2.1a Conduct desk audit to evaluate staff roles, responsibilities, and workload distribution, identifying inefficiencies and potential restructuring.

2.1b Develop a comprehensive workforce planning strategy that forecasts future staffing needs, incorporates cross-training opportunities, and includes succession planning.

2.1c Prepare and deliver a prioritized staff hiring plan to the Vice President by March 2025, addressing labor force gaps, projected costs, and strategies to meet future workforce demands.

2.1d Create a structured staff development and growth pipeline, including leadership programs, mentorships, and career advancement pathways for skilled trades and leadership positions.

Goal 2.2: Work with OHR to develop competitive, skilled labor packages to attract and retain a talented workforce.

2.2a Identify impacted job classifications and compare market standards.

2.2b Complete market compensation analysis for skilled trades.

2.2c Update position descriptions and requirements to reflect current industry standards for skilled labor workforce certifications/licensures.

Goal 2.3: Foster a Positive Work Environment and Support Professional Development.

2.3a Implement leadership and skill-building programs tailored to the development needs of the department.

2.3b Enhance employee recognition programs, celebrating individual and team achievements with regular departmental awards.

2.3c Promote wellness and work-life balance initiatives to address mental health and prevent burnout.

Strategic Direction 3: Create a culture of customer service excellence

Goal 3.1: Develop a comprehensive communication and training plan for Facilities Management.

3.1a Add staffing to support communication needs for the Department of Facilities Management.

3.1b Create a comprehensive communication plan for facilities management, including campus construction/maintenance/outages/ branded signage at all major construction sites via all communication channels.

3.1c Create and monitor UWF Facilities Alerts Chat for emergent communications related to unplanned outages or maintenance issues.

3.1d Develop a crisis communication protocol in alignment with OIC protocols to ensure a clear plan for emergency communication related to unplanned disruptions to facilities/construction (e.g., road closures and maintenance work).

3.1e Establish a plan to share bi-weekly facilities/project updates with communication officers in Academic Affairs, DAESA, Advancement, President's Office, and Athletics.

3.1f Establish project review protocols that identify and communicate impacts to campus stakeholders, including students, staff, and visitors.

Goal 3.2: Create a Customer Service excellence plan.

3.2a Create clear goals around customer service for the Facilities Management team, including response time, resolution time, and satisfaction surveys.

3.2b Create and implement a tiered recurring customer service training program for all FM employees who liaise with the campus community based on roles and interaction with campus customers, i.e., project managers, maintenance staff, grounds, and environmental service staff.

Goal 3.3: Ensure timely maintenance responses and communication.

3.3a Improve communication between Facilities Management and UWF staff, students, and faculty by providing regular updates on maintenance requests.

3.3b Implement a robust, transparent, and user-friendly reporting system (e.g., JIRA) for tracking work orders, ensuring that stakeholders receive progress and completion updates.

3.3c Increase staffing in critical areas, such as HVAC, plumbing, environmental services, and grounds, to reduce delays in addressing facility issues.

3.3d Develop and implement protocols for addressing unresolved/open service tickets at regular intervals to keep stakeholders apprised of project status.

Strategic Direction 4: Create and maintain a safe, accessible, and appealing environment for Faculty, Staff, and Students.

Goal 4.1: Enhance overall cleanliness and appeal of the campus.

4.1a Develop a robust maintenance schedule that includes annual, monthly, and weekly maintenance such as pressure washing, painting, and window cleaning.

4.1b Implement a robust cleaning schedule for high-traffic areas.

4.1c Implement a routine deep cleaning plan annually or bi-annually.

4.1d Determine the need for a second shift/part-time cleaning crew in high-traffic areas.

4.1e Address issues like moisture damage and ventilation across campus.

4.1f Enhance campus safety and accessibility by continuously improving sidewalk and lighting conditions, controlling vehicle access in central areas, and optimizing shared pathways for safe dual use by service vehicles and pedestrians.

Goal 4.2: Ensure all buildings and outdoor spaces are accessible to individuals with mobility and other access challenges.

4.2a Improve signage directing visitors to accessible entrances, doors, walkways, ramps, and parking throughout campus.

4.2b Address or improve access concerns related to automatic doors, ramps, and elevator access in buildings throughout campus.

4.2c Audit all buildings for access compliance and prioritize renovations in older buildings (e.g., Martin, Heritage, President's Hall) to address accessibility issues.

4.2d Improve pathway, signage, and transportation options, creating connectivity from Pace Hall, Heritage Hall, Martin Hall, College of Business 76A, 58C, 58, 52, and 76.

4.2e Develop and implement bi-annual accessibility checks related to elevators, doors, ramps, parking access and functions.

4.2f Add a full-time advocate and coordinator to address campus access challenges and issues.

Strategic Direction 4: Create and maintain a safe, accessible, and appealing environment for Faculty, Staff, and Students

Goal 4.3: Explore opportunities to expand security and emergency systems across the campus.

Goal 4.4: Enhance green spaces and outdoor recreation areas.

4.4a Improve the quality of landscaping in key areas and add more outdoor seating and green spaces to enhance the campus's aesthetic and encourage outdoor activities.

4.4b Develop a robust landscaping maintenance plan that includes regular tree trimming, lawn care, and plant replacement in high-visibility areas to enhance the campus's aesthetic appeal.

4.4c Upgrade recreational facilities, including walking trails and the swimming pool, and consider expanding courts (e.g., tennis and pickleball) as requested by students and staff.

4.5d Conduct bi-annual inspections of high-traffic areas, including parking lots, walkways, and campus entry points, to identify and address routine maintenance needs and landscaping improvements.

4.6e Ensure that landscaping plans align with sustainability goals by incorporating native, drought-tolerant, low-maintenance plants and environmentally friendly maintenance practices.

Goal 4.5: Adopt energy-efficient and environmentally sustainable building practices.

4.5a Transition campus lighting to LED bulbs, prioritizing high-traffic areas and older buildings.

4.5b Retrofit HVAC systems in older buildings to improve energy efficiency and air quality.

4.5c Install solar panels and other renewable energy technologies to reduce the university's carbon footprint.

Strategic Direction 5: Enhance Classroom, Lab and Office Spaces

Goal 5.1: Conduct a comprehensive space analysis of classrooms, labs and offices.

5.1a Develop a comprehensive list of the number, size and utilization of current classrooms, labs, and offices.

5.1b Considering enrollment projections and sponsored research goals, develop a plan to maximize space by reconfiguring, reassigning, or building out shell spaces. Assemble a committee to lead space planning related to reconfiguration, reassignment, or building out spaces. The committee should have representatives from the Registrar's Office, DAESA, Academic Affairs, RAE, Facilities, and ITS.

5.1c Plan for end of life span for bldg. 58.

5.1d Complete unfinished research spaces to maximize lab capacity for faculty and students.

5.1e Ensure that research labs are designed to support interdisciplinary work. Prioritize shared or core research lab spaces that can be utilized by various disciplines.

Goal 5.2: Upgrade classroom furniture.

5.2a Conduct a comprehensive furniture inspection and develop a prioritized list along with recommendations for replacement for the Vice President and Provost to review and approve.

5.2b Remove/update fixed desks in lecture halls and replace them with modern tables/seating options.

5.2c Replace outdated and small desks with flexible furniture, such as tables, to accommodate all body types and learning styles.

5.2d Develop a furniture replacement plan and determine how to supplement the BOG Budget to ensure adequate furniture needs across campus.

5.2e Provide stools for Labs without any seating across campus.

Strategic Direction 5: Enhance Classroom, Lab and Office Spaces

Goal 5.3: Develop University Office Assignment Policy/SOP.

5.3a Optimize office capacity to accommodate UWF's growing faculty, staff, and student services, ensuring all offices/spaces are appropriately equipped.

5.3b Provide appropriate office spaces to support privacy during student, external and internal meetings.

5.3c Evaluate the office space needs of partially or fully remote faculty to determine if shared office spaces or reservation-based 'hoteling' options would optimize space usage. For fully remote faculty, consider eliminating dedicated office assignments and offering flexible workspaces that can be reserved as needed.

Goal 5.4: Prepare for UWF's next Educational Plant Survey (EPS)

5.4a Convene an ad hoc EPS task force to develop a strategic approach to the next EPS.

5.4b Review current EPS and develop a Google spreadsheet calculator based on space factors and enrollment data.

5.4c Gather current and projected future enrollment data through IR and the PAM lab to project outcomes for the next EPS.

5.4d Review current space inventory by category and determine if sq ft needs to be adjusted within available categories.

Timeline & Deliverables

February 2025		
Strategic Direction 1: Enhance Operational Effectiveness of the Facilities Management Department	Goal 1.1	1.1b List of mission-critical, single-point failure items Due, February 1, 2025. The list should include the length of existence of the issues, impact of failure (for example, sq ft. taken offline, time offline, space codes impacted), cost of replacement, and year since repair possible, life expectancy and year installed. A list of items that are original to building/past life expectancy should also be included. 1.1c Comprehensive list of major construction projects, new construction projects, and renovations with a project cost of \$1M or more, including funding sources, projected completion dates, and risk assessment for existing buildings Due, February 1, 2025. *Annually review the list with the President's Cabinet each April.
March 2025		
Strategic Direction 1: Enhance Operational Effectiveness of the Facilities Management Department	Goal 1.1	1.1d Establish new project prioritization process, including review by the President's Cabinet, to ensure projects align with strategic priorities. Operationalize process by March 1, 2025.
April 2025		
Strategic Direction 4: Create/Maintain a safe, accessible, and appealing environment for Faculty, Staff and Students	Goal 4.1	4.1a Develop a robust maintenance schedule to include annual, monthly, weekly maintenance such as; pressure washing, painting, and window cleaning. The schedule should be presented to the Vice President for approval in April 2025.

Timeline & Deliverables

May 2025

Strategic Direction 4: Create/Maintain a safe, accessible, and appealing environment for Faculty, Staff and Students	Goal 4.2	4.2c Complete access audit for all buildings across campus by May 2025, consult ADA Transition Plan and prioritize heavy traffic and high visibility areas.
Strategic Direction 5: Enhance classroom, lab and office spaces	Goal 5.1 Goal 5.4	5.1a Audit all buildings for access compliance and prioritize renovations in older buildings (e.g., Martin, Heritage, President's Hall) to address reported accessibility issues. 5.4 a Convene an ad hoc EPS taskforce to develop a strategic approach to the next EPS.

June 2025

Strategic Direction 1: Enhance Operational Effectiveness of the Facilities Management Department	Goal 1.4	1.4a Establish a continuous improvement team within Facilities Management to create and implement KPI Dashboard. Track percent reduction in project completion time and cost savings year-over-year. Benchmark year 2025/2026.
Strategic Direction 2: Attract, develop and retain a skilled workforce	Goal 2.1 Goal 2.2	2.1a Complete Desk Audit by June 30, 2025. 2.2a Complete Job Classification review by June 30, 2025. 2.2b Complete market compensation analysis for skilled trades by June 30, 2025. 2.2c Update position descriptions and requirements to reflect current industry standards for skilled labor workforce certifications/licensures, by June 30, 2025.

Timeline & Deliverables

June 2025

Strategic Direction 3: Create a culture of customer service excellence	Goal 3.2	3.2a Implement customer service training program. 3.2b Implement a robust, transparent, and user-friendly reporting system (e.g., JIRA) for tracking work orders, ensuring that stakeholders receive progress and completion updates.
Strategic Direction 4: Create/Maintain a safe, accessible, and appealing environment for Faculty, Staff and Students	Goal 4.2	4.2f Add a full-time access advocate/coordinator to address campus access challenges and lead the Access/ADA Committee to present a report to the Vice President by June 2025 and annually thereafter.

July 2025

Strategic Direction 3: Create a culture of customer service excellence	Goal 3.1	3.1a Hire communications coordinator by July 1, 2025.
Strategic Direction 4: Create/Maintain a safe, accessible, and appealing environment for Faculty, Staff and Students	Goal 4.1	4.1a Implement a robust maintenance schedule to include annual, monthly, and weekly maintenance such as pressure washing, painting, and window cleaning. 4.1c Implement a routine deep cleaning plan annually or bi-annually.

Timeline & Deliverables

August 2025

Strategic Direction 1: Enhance Operational Effectiveness of the Facilities Management Department	Goal 1.4	1.4c Launch Lean Six Sigma training for Facilities Management leadership and key staff.
Strategic Direction 3: Create a culture of customer service excellence	Goal 3.1c	3.1c Create and Launch a UWF Facilities Alerts Chat for emergent communications related to unplanned outages or maintenance issues, Due August 1, 2025.

September 2025

Strategic Direction 4: Create/Maintain a safe, accessible, and appealing environment for Faculty, Staff and Students	Goal 4.3	4.3 Engage external vendors and other campus stakeholders to develop a recommendation for a comprehensive security camera solution. Due September 30, 2025.
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December 2025

Strategic Direction 2: Attract, develop and retain a skilled workforce	Goal 2.1	2.1b Present a comprehensive workforce planning strategy that forecasts future staffing needs, incorporates cross-training opportunities, and includes succession planning to the Vice President by December 15, 2025. 2.1c Launch staff development program, including leadership programs, mentorships, and career advancement pathways for Facilities Management Department.
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Timeline & Deliverables

January 2026

Strategic Direction 2: Attract, develop and retain a skilled workforce	Goal 2.3	2.3a Implement leadership and skill-building programs tailored to the development needs of the department.
Strategic Direction 3: Create a culture of customer service excellence	Goal 3.2	3.2b Implement customer service training program by June 1, 2025. Improve average response times to service requests, resolutions time and satisfaction surveys. *Performance will be measured annually through a comprehensive campus-wide facilities survey.
Strategic Direction 5: Enhance classroom, lab and office spaces	Goal 5.2	5.2a Develop a comprehensive list of all academic classrooms and lecture halls with outdated furniture, prioritize the list, and recommend a replacement plan to the President's Cabinet/Academic Affairs by January 2026.

February 2026

Strategic Direction 4: Create/Maintain a safe, accessible, and appealing environment for Faculty, Staff and Students	Goal 4.2	4.2b Develop a plan to address accessibility and connectivity challenges for visitors and guests with mobility or other access issues and present it to the President's Cabinet by February 2026. 4.2c Audit all buildings for access compliance and prioritize renovations in older buildings (e.g., Martin, Heritage, President's Hall) to address reported accessibility issues.
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Timeline & Deliverables

April 2026

Strategic Direction 1: Enhance Operational Effectiveness of the Facilities Management Department	Goal 1.3	1.3 a Refine the methodology for identifying, evaluating, and prioritizing deferred maintenance projects for inclusion in the 5- or 10-year plan. Provide an executive summary of the plans to the President's Cabinet annually for review and approval.
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June 2026

Strategic Direction 1: Enhance Operational Effectiveness of the Facilities Management Department	Goal 1.2	1.2a Deliver technical systems report to Vice President by June 30, 2026.
	Goal 1.3	1.3c Establish and implement a comprehensive annual maintenance and inspection schedule for critical systems and facilities—HVAC, electrical, plumbing, roofing, retention ponds, and recreational facilities—to enhance reliability, prevent system failures, and reduce long-term costs. This includes regular code compliance reviews for critical infrastructure, proactive preventive maintenance, and transparent communication with stakeholders on maintenance activities and outcomes.
		1.3d Implement a routine maintenance plan for outdoor hardscapes (e.g., pathways, benches, outdoor seating), ensuring they remain safe, clean, and accessible year-round.
		1.3e Refine and establish clear written protocols to identify the university divisions, accounts, and offices responsible for funding maintenance projects, with a focus on areas such as Housing, Athletics, the Commons, and Recreation.

Timeline & Deliverables

June 2026

Strategic Direction 2: Attract, develop and retain a skilled workforce	Goal 2.3	2.3b Launch employee recognition programs within Facilities Management Department. 2.3c Launch or promote wellness and work-life balance initiatives within the Facilities Management Department.
Strategic Direction 5: Enhance classroom, lab and office spaces	Goal 5.3	5.3c Complete Office Assignment Policy/SOP by June 30, 2026. Work with Collective Bargaining team to ensure compliance with the CBA.

July 2026

Strategic Direction 5: Enhance classroom, lab and office spaces	Goal 5.2	5.2 Identify critical needs related to academic classroom furniture and present the top ten priority spaces to the President's Cabinet by July 2026. 5.2b Remove/update fixed desks in lecture halls and replace them with modern tables/seating options. 5.2c Replace outdated and small desks with flexible furniture such as tables to accommodate all body types and learning styles.
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Timeline & Deliverables

August 2026

Strategic Direction 1: Enhance Operational Effectiveness of the Facilities Management	Goal 1.3	1.3b Annual review of the updated 5-year and 10-year deferred maintenance plan review with President's Cabinet. *Increase the percentage of deferred maintenance projects completed on time and within budget. *Reduce the number of major system failures per year (target reduction over time). *Increase the percentage of campus areas receiving regular maintenance (annual target coverage). *Annual reduction in emergency maintenance requests due to proactive scheduling. *Benchmarking year 2025/2026, benchmark report due June 2026 with annual report each year thereafter.
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December 2026

Strategic Direction 1: Enhance Operational Effectiveness of the Facilities Management Department	Goal 1.1	1.1a Deliver Comprehensive Facilities Condition Assessment.
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January 2027

Strategic Direction 5: Enhance classroom, lab and office spaces	Goal 5.4	Ad Hoc task force utilizes a data-informed approach to optimize the EPS during the 26-27 AY.
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Key Performance Indicators

Strategic Direction 1: Enhance Operational Effectiveness of Facilities Management Department

- Implement best practices for staffing and managing facilities maintenance budgets, processes, documentation and communication protocols. Consult IFMA or APPA for industry standards.
- Improve feedback scores on process efficiency from key stakeholders by 5% year-over-year. Benchmark year 2025/2026.

Strategic Direction 2: Attract, Develop and Retain a Skilled Workforce

- Increase staffing to comply with industry best practices.
- Improve internal culture in Facilities Management Department.
- Establish growth pipelines to address succession planning and attrition challenges.

Strategic Direction 3: Create a Culture of Customer Service Excellence

- Reduce response time related to critical maintenance concerns and work order resolution. Benchmark year 2025/2026. Goal thereafter will be 5 % reduction year-over-year.

Strategic Direction 4: Adopt Energy-efficient and Environmentally Sustainable Building Practices

- Increase stakeholder satisfaction with campus appearance, landscape maintenance, and improved recreational spaces, benchmark year 2025/2026. This will be measured on a comprehensive facilities survey annually.
- Increase cost-savings associated with a maintenance landscaping plan focused on native, drought-tolerant, low-maintenance plants.
- Energy savings year-over-year, benchmark year, 2026/2027.

Strategic Direction 5: Enhance Classroom, Lab and Office Spaces

- Improve classroom satisfaction among students, faculty and staff, assessed on annual comprehensive facilities survey. Improvement goal 5% increase in satisfaction year-over-year, benchmarking 2026/2027.
- Deliver a strategically planned and coordinated Educational Plan Survey due 2027.

Alignment with UWF Campus Master Plan, Strategic Plan, & Landscape Master Plan

Alignment with UWF Campus Master Plan, Strategic Plan, & Landscape Master Plan

Facilities Strategic Plan	UWF Campus Master Plan	Strategic Plan	Landscape Master Plan
Strategic Direction 1: Enhance Operational Effectiveness of the Facilities Management Department	Guiding Principle 2: Provide more flexibility, collaboration and improved technology within facilities.	Strategic Direction 6: Operational Excellence Goal 6.1, 6.2 and 6.3	
Strategic Direction 2: Attract, Develop, and Retain a Skilled Workforce	Guiding Principle 1: Improve sense of place on campus focusing on accessibility, placemaking and conservation	Strategic Direction 2: Employee Success Goal 2.1, 2.2 Strategic Direction 7: Culture of Inclusion and Civility Goal 7.1	
Strategic Direction 3: Create a Culture of Customer Service Excellence and Continuous Improvement	Guiding Principle 1: Improve sense of place on campus focusing on accessibility, placemaking and conservation	Strategic Direction 7: Culture of Inclusion and Civility Goal 7.1	
Strategic Direction 4: Create and Maintain a Safe, Accessible, and Appealing Environment for Faculty, Staff, and Students	Guiding Principle 1: Improve sense of place on campus focusing on accessibility, placemaking and conservation	Strategic Direction 5: Infrastructure Goals 5.1, 5.3 & 5.4 Strategic Direction 6: Operational Excellence Goals 6.1, 6.2, & 6.3	Design Tenet 1: University as a State Park
Strategic Direction 5: Enhance Classroom, Lab, and Office Space	Guiding Principle 1: Improve sense of place on campus focusing on accessibility, placemaking and conservation Guiding Principle 4: Address how to better utilize current space on campus	Strategic Direction 5: Infrastructure Goals 5.1, 5.3 & 5.4 Strategic Direction 6: Operational Excellence Goals 6.1, 6.2, & 6.3	Design Tenet 3: Create a beautiful view from every window

Appendix B

Survey and Results

Facilities Campus-Wide Survey: University Workforce

We would like to hear your feedback on the management, maintenance, cleanliness, infrastructure and communication outreach related to UWF's campus facilities.

Survey responses are anonymous.

Demographic Information

1. Please select the category that best describes your affiliation with UWF.

Mark only one oval.

- ☐ Executive Service
- ☐ Staff/University Workforce
- ☐ OPS Employee
- ☐ Student Employee

2. In which building do you work at the University of West Florida?

3. In the past year, how often have you visited a University facility?

Mark only one oval.

- ☐ Very often (4-5 days per week)
- ☐ Often (3-4 days per week)
- ☐ Not often (1-2 days per week)
- ☐ Not at all (0 days per week)

4. In the past year how, much of your time as been spent working remotely/off-campus?

Mark only one oval.

- ☐ All of your time (100%)
- ☐ Some of your time (75%)
- ☐ Half of your time (50%)
- ☐ Very little of your time (less than 25%)
- ☐ None

UWF Physical Spaces

The following questions address the physical spaces comprising the University of West Florida campus (offices, classrooms, recreation spaces, outdoor spaces, labs).

5. In your opinion, what are UWF's greatest strengths related to its physical spaces?

6. In your opinion, what are UWF's most significant challenges related to its physical spaces?

7. What should UWF's greatest priority be related to our physical spaces over the next 2-3 years?

8. How satisfied are you with the maintenance and upkeep of UWF facilities?

Mark only one oval.

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Very dissatisfied

9. How satisfied are you with the cleanliness of UWF facilities?

Mark only one oval.

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Very dissatisfied

10. Related to maintenance and cleanliness, what can be improved?

11. How accessible are the facilities you work in for faculty, staff and students, including those with disabilities?

Mark only one oval.

- ☐ Very accessible
- ☐ Somewhat accessible
- ☐ Not accessible

12. From an accessibility standpoint, what specific areas or features do you believe need improvement?

Customer Satisfaction - Facilities Management Department

The following questions address Customer Satisfaction related to the Facilities Management Department.

13. In your own words, please describe how you interact with the Facilities Management Department (Environmental Services, Maintenance, Project Managers, Grounds, or Utilities) and how satisfied you are with your interactions.

14. How satisfied are you with the Facilities Work Orders System accessed via myUWF?

Mark only one oval.

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Never accessed
- ☐ Dissatisfied
- ☐ Very dissatisfied

15. How satisfied are you with the Facilities Project Request Form accessed via myUWF?

Mark only one oval.

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Never accessed
- ☐ Dissatisfied
- ☐ Very dissatisfied

16. How satisfied are you with communications related to construction projects, road closures or facilities disruptions at UWF?

Mark only one oval.

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Very dissatisfied

17. What is the best way to receive communications related to construction projects, road closures or facilities disruptions at UWF?

Check all that apply.

- ☐ Email
- ☐ Text
- ☐ @UWF Newsletter
- ☐ G-Chat

18. Overall, what can be done to improve the customer service of the Facilities Management Department?

If you are interested in participating in a focus group related to Facilities Management please email universityevents@uwf.edu

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Facilities Campus-Wide Survey: Faculty-Focused

We would like to hear your feedback on the management, maintenance, cleanliness, infrastructure and communication outreach related to UWF's campus facilities.

Survey responses are anonymous.

Demographic Information

1. Please select the category that best describes your affiliation with UWF.

Mark only one oval.

- ☐ Full-time Faculty
- ☐ Part-time Faculty
- ☐ Adjunct Instructor
- ☐ Visiting Professor

2. In which building do you work or teach at the University of West Florida?

3. In the past year, how often have you visited a University facility?

Mark only one oval.

- ☐ Very often (4-5 days per week)
- ☐ Often (3-4 days per week)
- ☐ Not often (1-2 days per week)
- ☐ Not at all (0 days per week)

4. In the past year how, much of your time as been spent working remotely/off-campus?

Mark only one oval.

- ☐ All of your time (100%)
- ☐ Some of your time (75%)
- ☐ Half of your time (50%)
- ☐ Very little of your time (less than 25%)
- ☐ None

UWF Physical Spaces

The following questions address the physical spaces comprising the University of West Florida campus (offices, classrooms, recreation spaces, outdoor spaces, labs).

5. What should UWF's greatest priority be related to our physical spaces over the next 2-3 years? Please comment specifically on **Classroom Spaces**.

6. What should UWF's greatest priority be related to our physical spaces over the next 2-3 years? Please comment specifically on **Research Spaces.**

7. What should UWF's greatest priority be related to our physical spaces over the next 2-3 years? Please comment specifically on **Office Spaces.**

8. What should UWF's greatest priority be related to our physical spaces over the next 2-3 years? Please comment specifically on **Outdoor and Recreational Spaces.**

9. How accessible are the facilities you work in for faculty, staff and students, including those with disabilities?

Mark only one oval.

- ☐ Very accessible
- ☐ Somewhat accessible
- ☐ Not accessible

10. From an accessibility standpoint, what specific areas or features do you believe need improvement?

11. How satisfied are you with the maintenance and upkeep of the facilities at UWF?

Mark only one oval.

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Very dissatisfied

12. How satisfied are you with the cleanliness of UWF facilities?

Mark only one oval.

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Disatisfied
- ☐ Very dissatisfied

13. What can be improved related to the maintenance and cleanliness of facilities at UWF?

Customer Satisfaction - Facilities Management Department

The following questions address Customer Satisfaction related to the Facilities Management Department.

14. In your own words, please describe how you interact with the Facilities Management Department (Environmental Services, Maintenance, Project Managers, Grounds, or Utilities) and how satisfied you are with your interactions.

15. How satisfied are you with the Facilities Work Orders System accessed via myUWF?

Mark only one oval.

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Never accessed
- ☐ Dissatisfied
- ☐ Very dissatisfied

16. How satisfied are you with communications related to construction projects, road closures or facilities disruptions at UWF?

Mark only one oval.

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Very Dissatisfied

17. What is the best way to receive communications related to construction projects, road closures or facilities disruptions at UWF?

Mark only one oval.

- ☐ Email
- ☐ Text
- ☐ @UWF Newsletter
- ☐ G-Chat

18. Overall, what can be done to improve the customer service of the Facilities Management Department?

If you are interested in participating in a focus group related to Facilities Management please email universityevents@uwf.edu.

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Facilities Campus-Wide Survey: Student-Focused

We would like to hear your feedback on the management, maintenance, cleanliness, infrastructure and communication outreach related to UWF's campus facilities.

Survey responses are anonymous.

Demographic Information

1.

Please select all that apply to your affiliation with UWF.

Check all that apply.

- ☐ Undergraduate Student
- ☐ Graduate Student
- ☐ Commuter Student
- ☐ Virtual Student
- ☐ Campus Resident
- ☐ Student Employee

2. In the past year, how often have you visited a University facility?

Mark only one oval.

- ☐ Very often (4-5 days per week)
- ☐ Often (3-4 days per week)
- ☐ Not often (1-2 days per week)
- ☐ Not at all (0 days per week)
- ☐ Virtual student only

3. Which buildings do you frequently visit at the University of West Florida?

UWF Physical Spaces

The following questions address the physical spaces comprising the University of West Florida campus (offices, classrooms, recreation spaces, outdoor spaces, labs).

4. Considering UWF's student facilities, what do you believe are the most significant challenges related to those areas? Please comment specifically on **Classroom and Lab Spaces**.

5. Considering UWF's student facilities, what do you believe are the most significant challenges related to those areas? Please comment specifically on **Housing and Residential Spaces**.

6. Considering UWF's student facilities, what do you believe are the most significant challenges related to those areas? Please comment specifically on **Commons and Dining Spaces**?

7. Considering UWF's student facilities, what do you believe are the most significant challenges related to those areas? Please comment specifically on **Outdoor and Recreational Spaces?**

8. Do you have any issues accessing those spaces? If so, how and why?

9. How satisfied are you with the cleanliness of UWF facilities?

Mark only one oval.

- ☐ Very Satisfied
- ☐ Somewhat Satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Very Dissatisfied

10. How satisfied are you with the maintenance and upkeep of the facilities at UWF?

Mark only one oval.

- ☐ Very Satisfied
- ☐ Somewhat Satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Very Dissatisfied

11. What changes, if any, would you like to see in how we maintain our facilities?

Customer Satisfaction - Facilities Management Department

The following questions address Customer Satisfaction related to the Facilities Management Department.

12. How satisfied are you with communications related to construction projects, road closures or facility disruptions at UWF?

Mark only one oval.

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Very dissatisfied

13. What is the best way to receive communications related to construction projects, road closures or facilities disruptions at UWF?

Check all that apply.

- ☐ Email
- ☐ Text
- ☐ @UWF Newsletter
- ☐ G-Chat

If you are interested in participating in a focus group related to Facilities Management please email universityevents@uwf.edu

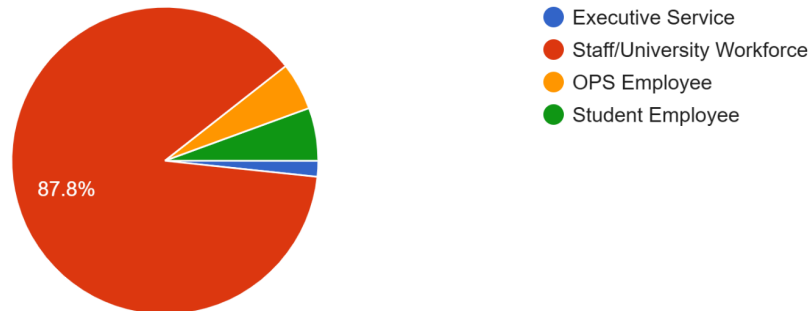
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Google Forms

University Workforce Survey Responses:

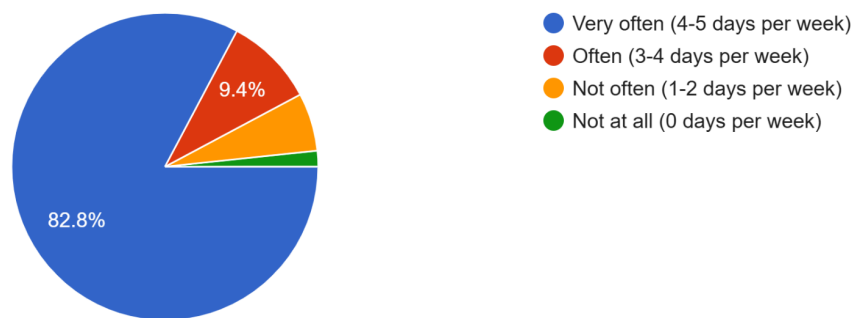
Please select the category that best describes your affiliation with UWF.

180 responses



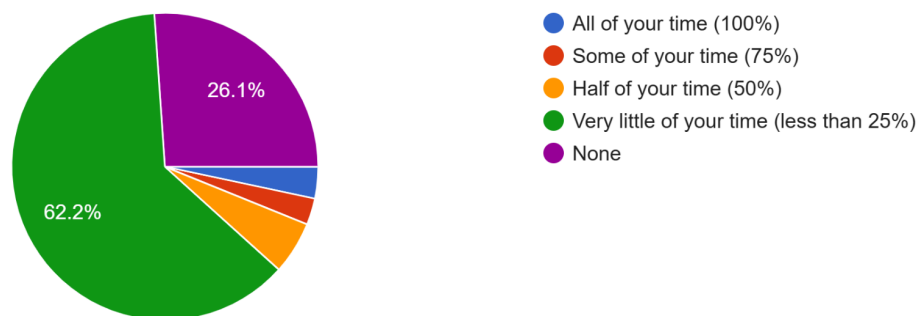
In the past year, how often have you visited a University facility?

180 responses



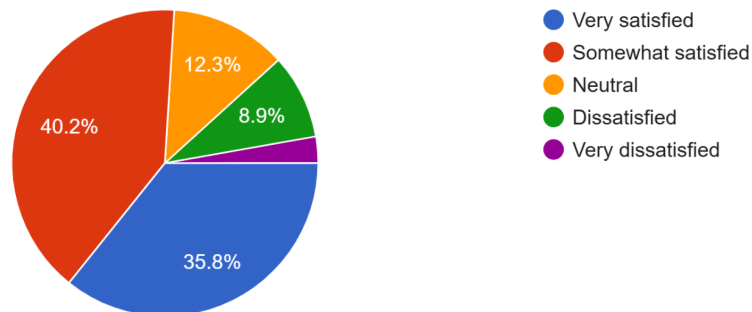
In the past year how, much of your time as been spent working remotely/off-campus?

180 responses



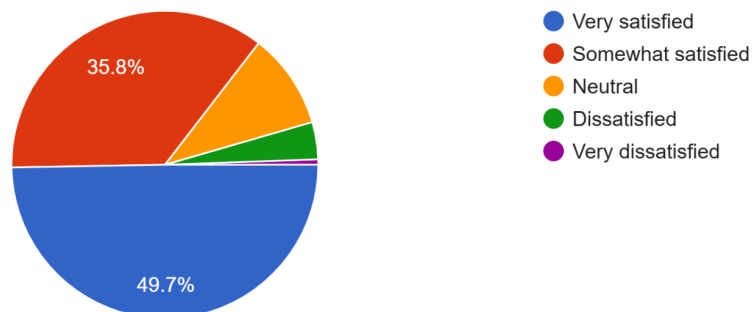
How satisfied are you with the maintenance and upkeep of UWF facilities?

179 responses



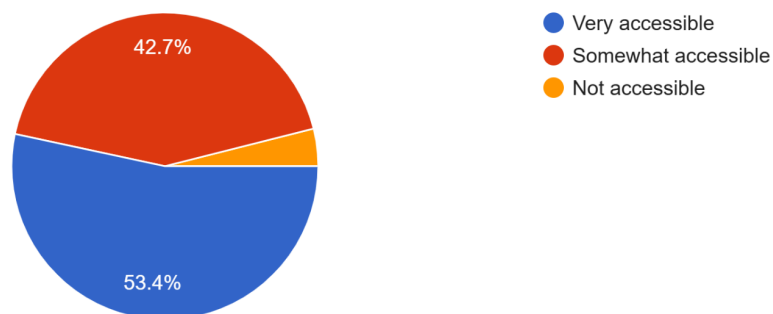
How satisfied are you with the cleanliness of UWF facilities?

179 responses



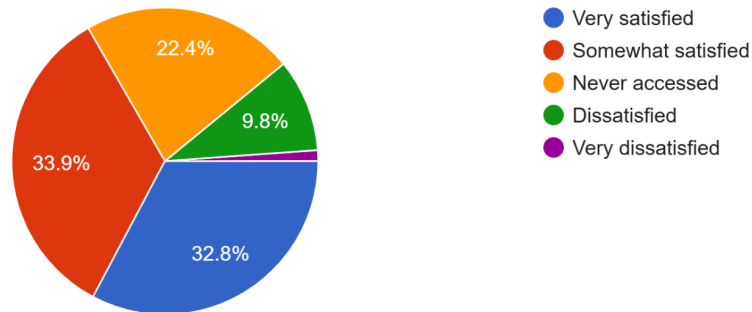
How accessible are the facilities you work in for faculty, staff and students, including those with disabilities?

178 responses



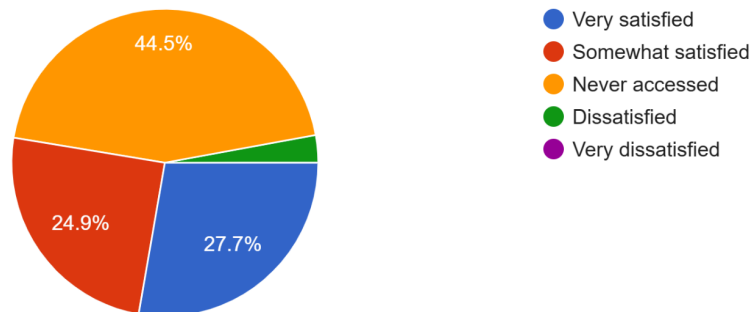
How satisfied are you with the Facilities Work Orders System accessed via myUWF?

174 responses



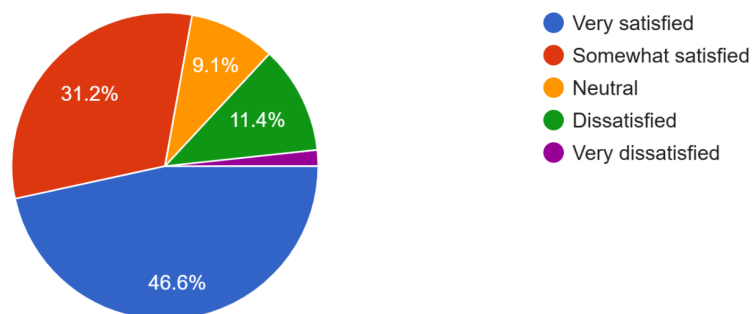
How satisfied are you with the Facilities Project Request Form accessed via myUWF?

173 responses



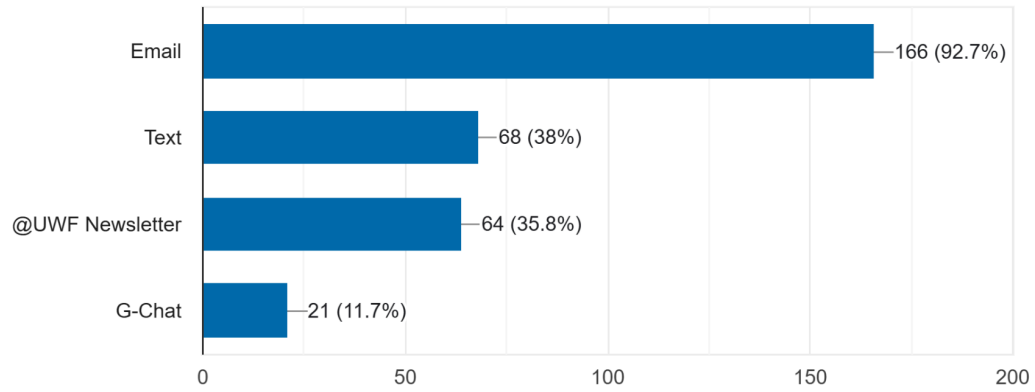
How satisfied are you with communications related to construction projects, road closures or facilities disruptions at UWF?

176 responses



What is the best way to receive communications related to construction projects, road closures or facilities disruptions at UWF?

179 responses

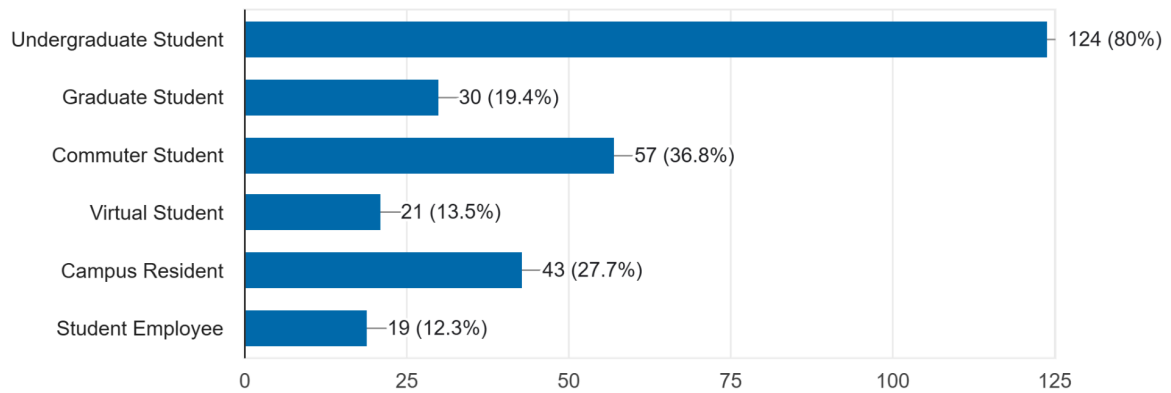


Open-ended responses linked [here](#).

Student Survey Responses:

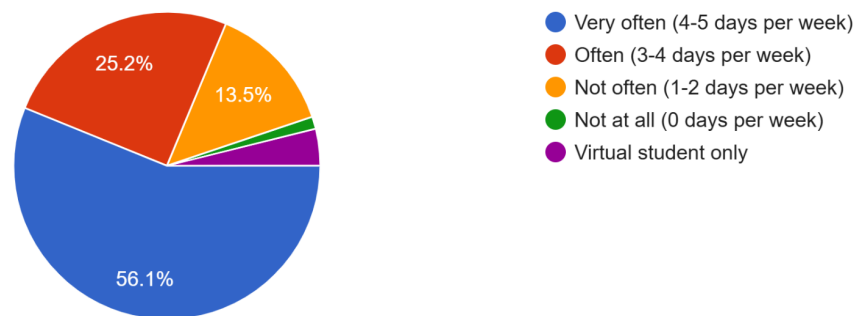
Please select all that apply to your affiliation with UWF.

155 responses



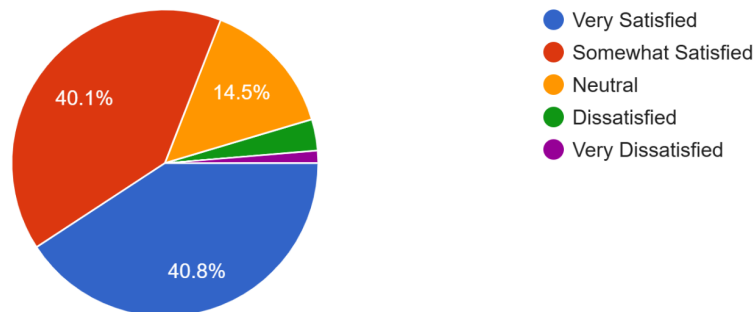
In the past year, how often have you visited a University facility?

155 responses



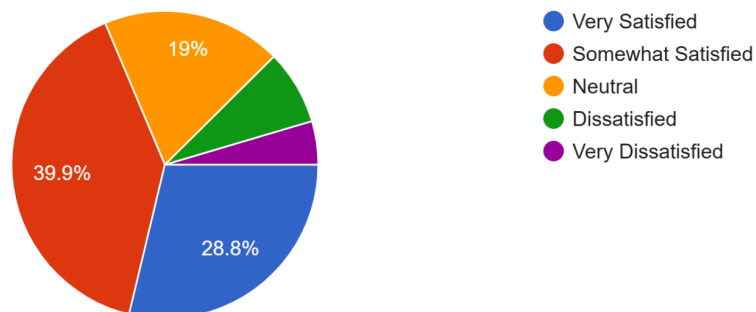
How satisfied are you with the cleanliness of UWF facilities?

152 responses



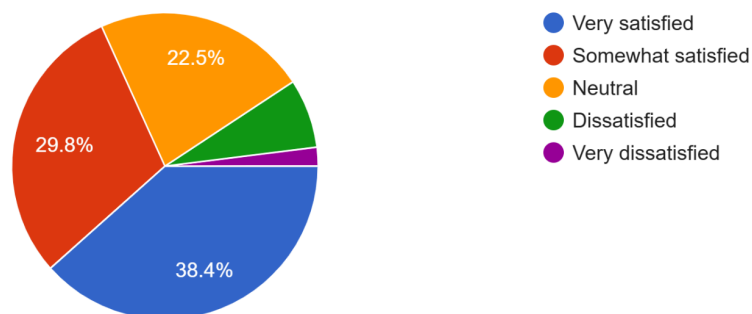
How satisfied are you with the maintenance and upkeep of the facilities at UWF?

153 responses



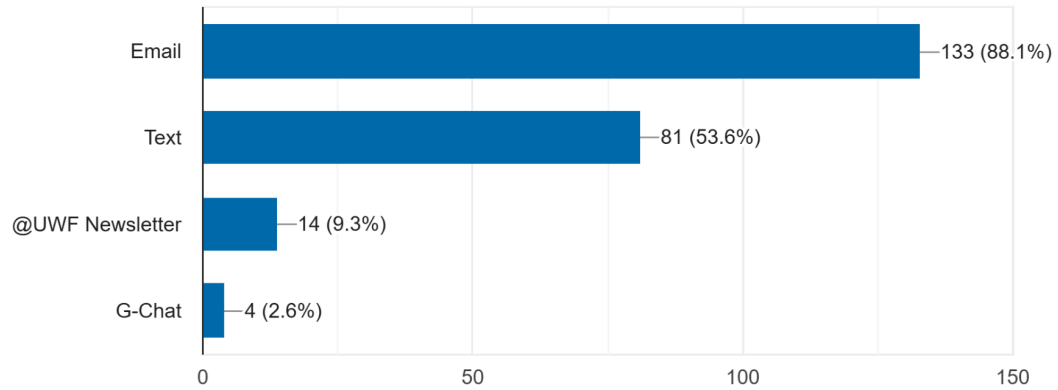
How satisfied are you with communications related to construction projects, road closures or facility disruptions at UWF?

151 responses



What is the best way to receive communications related to construction projects, road closures or facilities disruptions at UWF?

151 responses

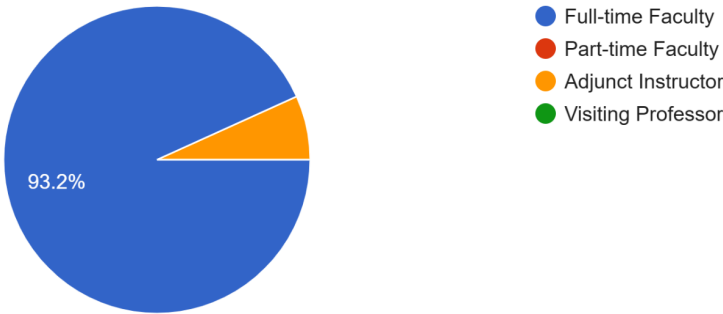


Open-ended responses linked [here](#).

Faculty Survey Responses:

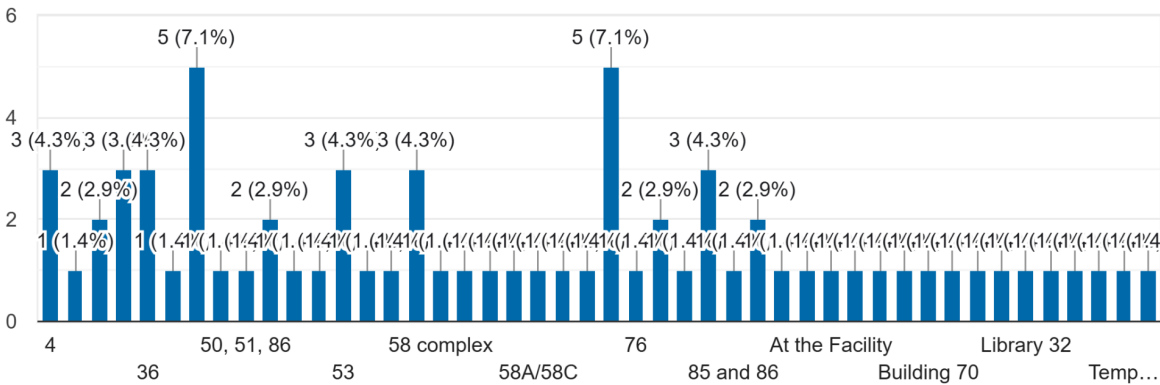
Please select the category that best describes your affiliation with UWF.

74 responses



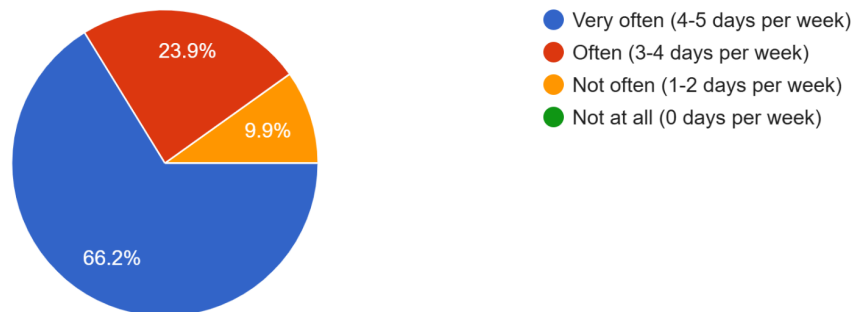
In which building do you work or teach at the University of West Florida?

70 responses



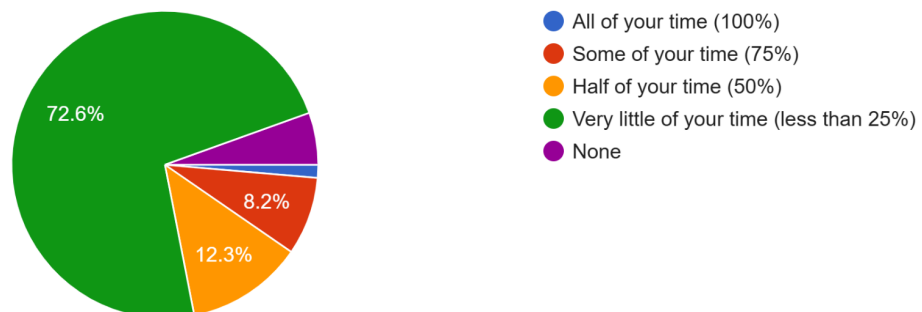
In the past year, how often have you visited a University facility?

71 responses



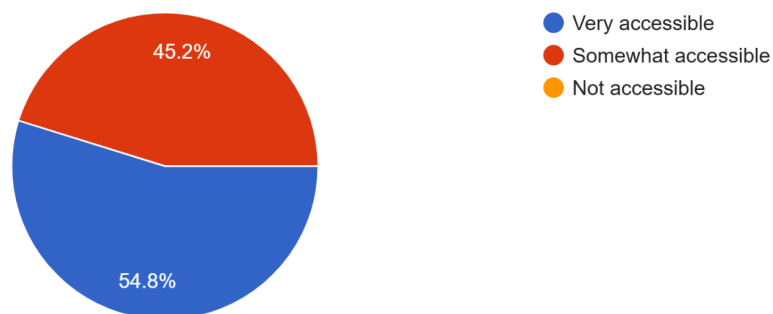
In the past year how, much of your time as been spent working remotely/off-campus?

73 responses

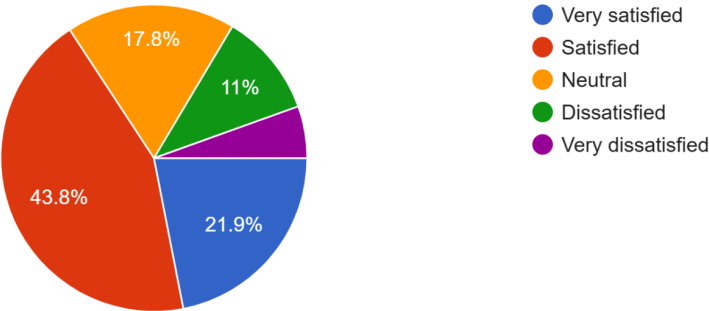


How accessible are the facilities you work in for faculty, staff and students, including those with disabilities?

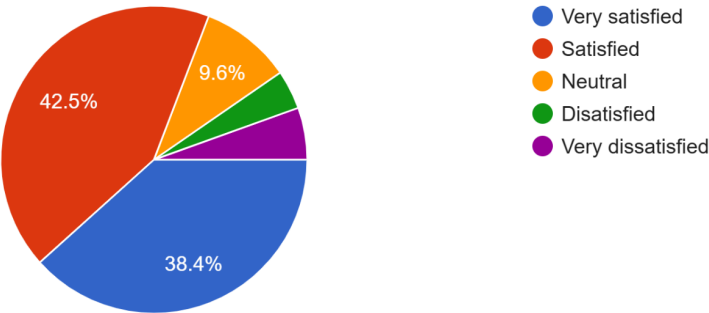
73 responses



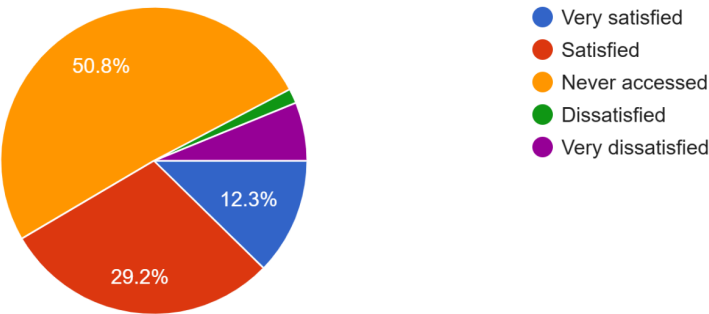
How satisfied are you with the maintenance and upkeep of the facilities at UWF?
73 responses



How satisfied are you with the cleanliness of UWF facilities?
73 responses

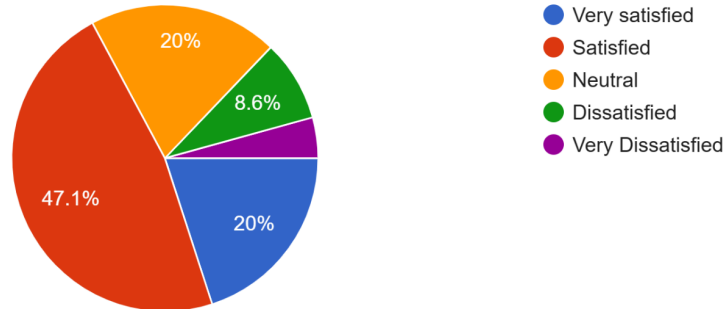


How satisfied are you with the Facilities Work Orders System accessed via myUWF?
65 responses



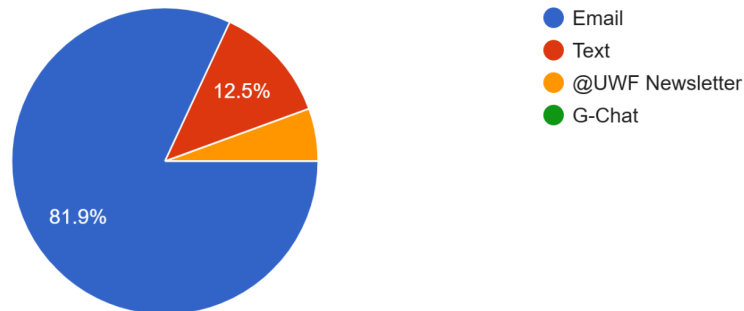
How satisfied are you with communications related to construction projects, road closures or facilities disruptions at UWF?

70 responses



What is the best way to receive communications related to construction projects, road closures or facilities disruptions at UWF?

72 responses



Open-ended responses linked [here](#).