

June 21, 2022

**MEMORANDUM**

**TO:** M. Katherine Banks, Ph D.  
President

**FROM:** Stephen Franklin   
Working Group Chair

**SUBJECT:** Implementation Memo – Working Group #23

**Recommendation to be Implemented:** Restructure of Facilities, Operations/Safety and Security to include all facilities services under new centralized structure.

**Strategic Considerations:** Facilities Management must become and remain a responsive and cost-effective service for the maintenance and operation of facilities across the entirety of all campuses and locations of TAMU. Restructuring Facilities, Operations/Safety and Security to allow a new centralized structure first requires the definition of Facilities Management and facilities personnel responsibilities.

As defined by WG23, these core responsibilities include:

- Contract Management
  - Maintenance Services
  - Custodial Services
  - Landscape Services
  - Dining Services
  - Pest Control Services
- Facility Management
  - Daily maintenance management
  - Preventative maintenance
  - Capital Renewal planning
- Project Routing and Tracking
- Space Inventory
- Safety and Security

Strategic Implementations:

- Centralized Access Control and Security System
- Consolidation of maintenance reporting systems
- Coordinate campus standards for facility management activities

**Logistical Issues Addressed:**

With the definition of Facility Management responsibilities, centralization of services will require clarification and redefinition of position titles, descriptions, and qualifications along with a well-defined reporting structure. Additionally, significant effort must be invested into ensuring staff have opportunities to grow their careers in the form of a career ladder. Please reference Addendum A, Facilities Management (FACM) Org Chart.

To fill these positions, TAMU employees who currently hold facility related positions, or positions within which the preponderance of the job responsibilities are facility related, are being identified to transition to the new reporting structure. Prior to transfer, Facilities leadership will communicate with the colleges, schools, and departments with whom these employees are assigned to determine whether the employee, their responsibilities, or both will be shifted to the new structure.

Facility Management personnel and operational funds will come from existing positions and budgets across campus. An increase in support will be needed for one time stand up costs of the organization and the additional staffing required for the identified responsibilities.

**Major Challenges Encountered and Resolutions:**

A major challenge for Facilities Management is the historical lack of unity and collaboration of facilities units across campus. This lack of unity and collaboration has led to disparities across the campus which appear in unclear use of deferred maintenance funds, differing priorities on which projects are funded and unclear technical expertise when building construction / maintenance decisions are made. Additional challenges to centralization implementation include:

Challenges:

- Managing transition of responsibilities without negatively impacting current operations
- Personnel identification and transition of responsibilities from department to new reporting structure
- Historic lack of consistency between decisions and funding abilities to support campus infrastructure along with the complexity of facilities has led to a campus with varying facility conditions and expectations
- Funding decisions for non-E&G spaces
- Lack of training opportunities and professional growth

- Discern between facilities and department responsibilities within a facility. i.e., fume hoods and autoclaves, etc.
- Dissolution of Audiovisual Surveillance Technology resulting in lack of direction regarding management surveillance systems

Resolution for the above identified challenges will come from the Vice President of Facilities, Health, Safety and Security and be delivered through the new centralized operating model. The new departments of Facilities Analytics and Mapping, Facilities Management, and Campus Planning Design and Construction will provide the framework for collaborative solutions along with existing departments of Environmental Health and Safety and Utility and Energy Services. This model leverages the Facility Coordinator as the “tip of the spear” for all facility related activities, providing a clear point of contact for all service and information needs across all campuses.

Solutions to be provided:

- Clear communication of transition plans, timelines, and processes
- Clear chain of command for elevating and resolving building issues
- Position descriptions and career ladder to properly identify personnel and duties
- Professional track with development and training matrix
- Future planning for lab and event staffing career tracks
- Development of audiovisual surveillance guidelines

**Key Logistical Issues to be Completed and Timeline:**

The production of campus standards and institution of a central facility operations team will require a prioritized, phased approach.

- Timeline of implementation.
  - MGT Working Group begins meeting: January 31, 2022
  - Creation of FACM as a new campus entity: February 1, 2022
  - Phase 1 Goals: by June 1st
    - Position titles and career advancement defined
    - Position responsibilities defined
    - Personnel to transition identified
    - Remaining vacant positions to be filled identified
    - Processes defined
    - Communication plan developed

- Phase 2 Goals: by September 1st
  - New organizational structure operational
- Phase 3 Goals: September 1 - December 15th
  - Full transition of centralized facilities management
- Communication strategy
  - Impacted employees and current managers prior to July 1, 2022
  - Campus community regarding new protocols prior to September 1, 2022
- KPI/Metrics – Prior to December 15th
  - Aggieworks requests Time to Close
  - Communication protocol adherence audits
  - Annual building operation costs
  - Quality surveys
  - Aging work orders
- University Rule and SAP Update and Changes – Prior to December 15th
  - SAP 41.99.99.M0.01, Building Proctor Position
  - SAP 51.05.99.M0.01, Visual Art
  - SAP 41.01.01.M0.01, Space and Land Use Management
  - SAP 29.01.03.M0.06, Information Resources - Audiovisual Surveillance
  - UR 08.99.99.M1, Expressive Activity on Campus
  - UR 21.99.04.M1, Lost, Found, Stolen or Abandoned Property
  - Departmental Policies - policies defining the interface between FACM and departmental occupants of a space will be written by August 1, 2022 to ensure their application by September 1, 2022. These will address the communication hierarchy required for security access and space use/modification approvals.

Approved:



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M. Katherine Banks, Ph.D.  
President

June 26, 2022

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Date

Addendum A  
 Facilities Management (FACM) Org Chart

