Through surveys and other means of communica-
tion, the department will collect data to better
understand and anticipate customer needs and
provide high quality services to ensure high quality
learning environments for students ensuring safety of
students, staff, and other occupants.

The department will develop communication proto-
cols to better inform customers of on-going ser-
cices.

The divisions/units within the department will
provide necessary communication trainings to staff
to ensure that customers are better informed of the
progress of services being provided.

The department leadership team will focus on
developing relationships with customers through
direct interactions, such as face-to-face meetings
and regular "check-in" communication.

The department leadership will develop strategies
on building trust of customer through providing
dependable services and developing reputation for
providing high quality services.

The department leadership team will create forums
for staff to participate in Professional Learning
Community topic that includes: Team Building, Time
Management, Communication, Customer Service,
Process Improvements, Mentoring, and Leadership.

The department leadership team will continually
focus and monitor on professional Growth System
and individual Professional Development Plans to
provide growth opportunities for all staff.

Division/Units will evaluate and identify training
needs and develop plans to address the staff train-
ing needs unique to each office.

Division/Units will assess responsibilities/functions
critical to their mission and ensure adequate staff
resources are provided to accomplish their mission.

The department leadership team will share and
provide feedback on division/unit Service Agree-
ments.

The department leadership team will discuss im-
portance of cross-functional relationships and ways
to improve collaboration among departments/
divisions/units to improve on efficiencies and
productivities.

The department leadership team will discuss ways
to raise morale within divisions/units workforce and
develop plans for creating positive work environ-
ments that results in engaged workforce.

The department leadership team will emphasize the
importance of staff recognitions and each division/
units will develop its own staff recognition pro-
grams.

The focus of the Department is ensuring that
all MCPS facilities are well planned, constructed, operated, and maintained to provide high quality learning environ-
ment for student and staff

customers and stakeholders are pleased with the communication and effectiveness of services provided by the de-
partment

department business processes and functional relationships are integrated, aligned, and consistent
department’s workforce is fully supported and engaged to become highly performing, professional, and demonstrate
cultural competency

funding requests are well justified and clearly communicated

positive relationships exist among divisions and team units within the department, other MCPS offices, governmental
and partnering agencies.

Department leadership team will identify and create opportunities for sharing problem solving practices, team build-
ing activities, and staff recognition.

Department leadership team will monitor and provide support for equity plan implementation of each divisions
and team units at monthly leadership meeting.

Division/Unit representatives will meet quarterly to discuss information technology and data sharing.

Department leadership team will develop and implement a department-wide professional development activities

Department leadership team will develop various strategies to promote more direct interaction with customers to
improve customer services.

Department leadership will review all documented processes and measurements, identify and re-organize only key
processes and measurements that provides valuable feedback at department level.

Performance results:

- Enrollment forecast accuracy
- Satisfaction with the Planning processes
- Major capital project on-time completion
- Major capital project completion within budget
- Minority business participation in capital projects
- Existing schools meeting operating standards
- Basic Skills Training of new employees
- Satisfaction with work order repair timeliness
- Maintenance cost per square foot
- Response to emergency situations
- Annual energy consumption per square foot
- Utility budget expenditure forecast
- Energy cost avoidance due to the SERT program
- Recycling rates
- Expense to revenue ratio of the Real Estate Manage-
ment Enterprise Fund
- Vacancy rate of rentable space
- On-time completion of mandatory safety training

Measurement, analysis, and knowledge management:

- Accuracy of enrollment projections are verified at
beginning of school year by actual enrollment.
- On-time completion of major capital projects are
measured as the capital projects are completed and
prepared for school opening each year.
- Completed with the budget for major capital pro-
jects are measured through received bids compared
to approved budget for each individual projects.
- Maximo™ work-order database tracks various
metrics related to maintenance work orders.
- School Plant Operations semi-annual building in-
spections assess extent to which school physical
environment is meeting standard.
- Energy/utility database analyses the energy perfor-
mance of individual schools and aggregates to the
system level.
- Online principals survey provides easy means for
principals to provide their satisfaction level with
various facility services and communicate specific
facility issues to department directors and supervi-
sors.
- On-line safety training system reports compliance
with mandatory safety training requirements
- Strategic action plan reporting system provides
means for managing and monitoring action plan