

The Massachusetts Facilities Administrators Association



Strategic Plan

2017 – 2019

2017 – 2019 Strategic Plan Committee

Member Volunteers

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Friend of MFAA

MFAA BOD Member Volunteers

Paul Anastasi (BOD; Past President)
Facilities Operations Manager
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Ed Cenedella (BOD; Past President)
Director of Facilities & Operations
Hampden-Wilbraham Regionals Schools

Steve Clifford (BOD)
Director of Facilities
Boxford, Middleton, Topsfield Public Schools

Michael Gorman (BOD)
Facilities Director
Algonquin Regional High School

Brian Lynch (Treasurer; Past President)
Facilities Director
Canton Public Schools

Wayne Miller (Vice President)
Assistant Director of Facilities
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Alan Peterson (President)
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MFAA Executive Director

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Executive Summary

The Board of Directors and the MFAA Strategic Planning Committee are proud to present the association's first formal strategic plan. This plan provides The MFAA with a two-year roadmap for supports, services and organization development. The Board of Directors and staff will review progress quarterly and will review and update the plan annually as needed. This is the MFAA's first formal Strategic Plan.

This plan was developed with broad involvement and guidance from the Board of Directors and the Association's members at large. The Strategic Planning Committee included eight board members, six member volunteers, and the Executive Director. This Committee including several past presidents of the board met twice to reflect on the mission, vision, core operating values and assumptions underlying the organization's approach to its work. These meetings set the stage for a work session of the full board during which the organization's strategic direction was defined.

The Executive Director helped coordinate the planning process, provided important support, tools, data, and facilitate the visioning sessions in order to complete this plan.

The planning process included:

- Taking a wide look around at what's going on outside the organization and how it might affect the organization (an environmental scan), and identifying opportunities and threats
- Taking a hard look at what's going on inside the organization, including its strengths and weaknesses (performing a SWOT analysis)
- Establishing statements of mission, vision and values
- Establishing goals to accomplish over the next one-two years, as a result of what's going on inside and outside the organization
- Identifying how those goals will be reached (strategies, objectives, responsibilities and timelines)

Background and History

The MFAA is a community of more than 170 facility directors that provide services for municipal and public K-12 schools in Massachusetts. Our organization has been providing support, networking, and professional development opportunities to members and is now entering its 43rd year. Through the sharing of knowledge and resources, we can better serve our communities. The results can – and should be – measured by the performance of both our staff and the facilities we operate. Our members take great pride in providing a safe, healthy, and sustainable learning environment for the staff, students and community members who use the buildings that we maintain.

A lot has changed in the facilities field over the past 40 years. Building operation is no longer suitably accomplished by someone that knows a little about construction or cleaning. Changes have simplified things, in some ways, and required more knowledge to be successful in most cases. With higher technologies and increasing regulatory requirements, it is critical to stay in step with the changes that have impacts on you. The MFAA's focus on professionalism and the importance of working with industry leaders has never been more apparent nor important than it is today. Our Executive Director is helping us grow and envision the kinds of meetings and training sessions that will continue to earn recognition from both state and federal agencies.

MFAA Vision:

“Dedicated to the improvement of our profession, our facility personnel, the health and safety of our public facilities through sharing knowledge and resources.”

MFAA’s Mission:

(a) The mission of the Association is and includes, (a) the development of closer professional relationships, exchanges, and understandings among those concerned with the care, operation, and maintenance of municipal buildings and grounds; (b) providing a forum for the discussion and analysis of problems and conditions commonly related to municipal facilities and grounds; and (c) the identification of other issues of mutual interest to the Association’s members relating to their work as Massachusetts Facility Directors and Administrators.

(b) The Association’s strategies in accomplishing its mission shall include, but not be limited to, the following:

1) Provide and direct a forum for the Association’s members responsible for municipal facilities, and otherwise making available to members a productive and informed educational environment, including by the holding of regular monthly meetings and discussions.

2) Provide professional development through our Educational Sub-Committee.

3) Promote leadership to our Members and other related professions through the presentation and exchange of data, information, ideas and ideals germane to the management of municipal facilities.

4) Support and educate policy-makers so that the interests of our members are addressed and promoted, and in order to improve the educational environment regarding municipal facilities for members and the general public.

5) Pursue the above objectives in a non-sectarian, nonpartisan and non-discriminatory manner.

Strategic Planning Methodology

The committee utilized various tools in order to collect and interpret data as part of their work. A survey of questions was sent to the entire membership to get their views of what MFAA means to them, what they see as our future, and how we can improve our delivery of services for their individual professional needs along with the betterment of our industry as a whole.

The key framework, that was modified slightly, for the committee's process was based off of "Strategic Planning for Smaller Nonprofit Organizations" from Western University, April 1999. The major components of the process are as follows:

- Establishing the proper framework for the process
- Establish a Committee along with support staff and responsibilities
- Capture data points from members to analyze
- Conduct committee visioning meetings which evaluate the following:
 - o Review survey findings
 - o Review/revise Vision/Mission/Core Values
 - o Establish mandates internal/external
 - o Establish Association's High and Low points
 - o Review Mandates (both internal and external)
 - o S.W.O.T. Analysis
 - o Create Goals
 - o Review plan with committee and revise
 - o Adopt plan by the MFAA Board of Directors
 - o Continually reference and adjust topics as needed

MFAA Planning Survey Results:

I've been involved with the MFAA for:		
Answer Options	Response Percent	Response Count
New - 3 years	20.0%	6
3 - 5 years	30.0%	9
5 - 10 years	23.3%	7
10 or more	26.7%	8
<i>answered question</i>		30
<i>skipped question</i>		0

Please indicate the importance of the following:					
Answer Options	Very Important	Important	Not Very Important	Unimportant	Response Count
Monthly Meetings	8	19	2	1	30
Meeting Location	11	14	4	1	30
Regional Chapters	6	20	3	0	29
Fall Conference/EXPO	15	13	2	0	30
Website	22	7	0	0	29
State Agency Partnerships	20	10	0	0	30
Strategic Partnerships (MASBO, MASS, MHEC, ETC.)	16	13	1	0	30
Facilities Administrators Certification	15	14	0	1	30
Having a part time Executive Director	13	14	2	0	29
Keeping up to date with legislative changes	22	8	0	0	30
Working with State during planning process for legislative changes	18	12	0	0	30
Expanding membership to allow Public Higher Ed or State Bldg. Fac. Directors	9	12	9	0	30
<i>answered question</i>					30
<i>skipped question</i>					0

Please rate your current satisfaction with the following:					
Answer Options	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied	Response Count
Monthly Meetings	10	16	1	0	27
Meeting Locations	11	14	2	0	27
Regional Chapters	6	19	1	0	26
Fall Conference/EXPO	12	14	1	0	27
Website	13	14	1	0	28
State Agency Partnerships	10	18	1	0	29
Strategic Partnerships	8	21	1	0	30
Facilities Administrators Certification	6	18	2	1	27
Our Part Time Executive Director	15	13	0	0	28
Keeping up to date with Legislative Changes	12	15	2	0	29
Working with State during planning process for Legislative Changes	14	14	1	0	29
Current membership exclusive to Town or Public K-12 Directors	8	17	2	0	27
<i>answered question</i>					30
<i>skipped question</i>					0

Survey Open Response Questions:

These questions were used to get a sense of what members are looking for. Each response was read by the committee and those views helped frame many discussions during our planning meetings.

1. In your own words, what is the purpose of the MFAA?
2. What do you see as MFAA's weakness?
3. What programs or services, if any, should be discontinued?
4. What do you see as MFAA's strengths?
5. What NEW programs or services should we look at adding in the future?
6. Any other comments about MFAA or this survey that you would like to share?

Organization Highs and Lows:

High Points:

- MFAA response at Elevator Public Hearing
- Increased membership
- Hiring Executive Director
- Combining Conference and EXPO
- Regional Chapter Meetings
- Partnerships: OSD, MHEC, MSBA, MASBO, MASS, CHPS, NEEP
- Maynard Full day training with NEEP and CHPS
- CEU's for MCPPO & BOC re-certifications
- Custodial training events

Low Points:

- % of participation at major events has dropped
- Questions on the website are going unanswered
- Conference/EXPO low attendance
- Western MA and Cape stagnant membership
- Regional Chapter meetings dilute the crowd
- Tech issues with streaming meetings and website upgrades
- Members not knowing about CEUs (getting the word out)

Mandates (Internal/External):

Expected:

- Website; access and performance
- Annual Report
- Fall Conference/EXPO
- Monthly Meetings
- Sharing of information; contractors, work/bid specs, employee management
- Professional Development; legislative, construction, maintenance
- Keep members informed of current trends and mandates
- Certified Training
- CFA

Required:

- Bylaws
 - o Committees
 - o Elections
 - o Dues, audit, reporting
 - o rules
- Regulatory
 - o Tax filing
 - o Corporate filing
 - o 501(c)(3)
- E.P.A. EHS training grant
- MFAA Scholarships (MMA) (MFAA) is this required or expected?

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

A SWOT Analysis is an analytical framework that helps to identify a company's strengths, weaknesses, opportunities and threats. This framework allowed the committee to identify both internal and external influences which will impact both our organization's short term and long term goals.

The process utilized was a small team approach. The committee was broken up into 4 smaller teams. Each team took a different board which had a topic for them to discuss, brainstorm, and write down key items for that topic. After 20 minutes, all the teams would rotate stations and add to the already started list of topics under that category. This process continued until each team had visited every topic.

At the completion of this process each committee member received (12) sticky dots, (3) for each board, and they would rank each item as they viewed highest priority. After completion it was very evident as to which items rose to the top. (Example)

WEAKNESSES

1. MEETING AHEAD/PARTIC. CENTRAL PLANNING/TRAINING FOR REGIONAL MEETINGS

- LACK OF STRONG LEGISLATIVE CMTY OF ANY
- WELCOMING @ MTA'S (MAYBE A CREDIT)
- DIVERSITY (MUNICIPAL, SCHOOL, AGE, RACE, GENDER.....)
- AWARENESS OF DIFFERENCES
- BUDGET, ~~STAFFING~~ STAFFING & RESOURCES < MFAA FM's
- GRANTS - MFAA
- TECHNOLOGY - MFAA
- COMMUNICATION OF MEMBER BENEFITS (Calendar)

3. REACHING/ENGAGING CURRENT, PAST & FUTURE MEMBERS

- TUNNEL VISION (i.e.- 5 school DISTRICTS IN METRO EASTERN FCMS)
- * Lack of distinction between Cust supervisor & FM skill set
- Limited revenue stream (internal/external)

2. TOO BUSY / Lack of committment & Priority

- Lack of ROUNDTABLE TIME @ MTGS.
- Non-INCLUSIVE (CLICKY)

Handwritten notes:
 - Committee - New volunteers - Active expectations - Goals
 - Self evaluation

Strengths

- Conference/EXPO & Monthly meetings: this came up as one of our top strengths and we need to continue to nurture and grow the content and reach to all members
- Website: the website provides information along with great options for communicating questions and answers for members that are problem solving issues.
- Training and Information: speakers, topics, website content, email communication of current events are all extremely helpful and powerful resources for our members; combined with the full day custodial training makes this item extremely important
- Relationships with State Agencies and other Municipalities: we are only as strong as our member base; everyone provides a different skill set and views problems through a different lens which provides all our members with a huge network of support

Weaknesses

- Meeting Attendance/participation: this is a common thread with most non-profit organizations; most of our greatest strengths can't benefit our membership if attendance and participation is low
- Too busy/lack of commitment: in a time where we are all asked to do more with less we can get wrapped up in thinking we are "too busy" to make meetings or participate in professional development opportunities
- Reaching/engaging current, past, and future members: communication and outreach to keep existing members, celebrating our retired members, and finding and welcoming new members.

Opportunities

- Increase membership and participation: our greatest weakness provides us with the most area for improvement
- Partnerships Expand/Develop: continue to seek strategic partnerships (MASS, MASBO, MHEC, OSD, MSBA....)
- Elevate our Association and members professional standing which will impact appropriate compensation and department funding.
- Capital Planning/ Design/ Construction training: increase amount and level of training as it relates to these critical items than most members are responsible for.

Threats

- Public perception of the importance of the role/skillset of a facilities professional; there is a lack of understanding by the general population/building owners (towns/schools) as to what we do
- Loss of Association Vendor Support (funding) due to lack of member participation
- Lack of funding
- Loss of Executive Leadership
- Lack of attendance at MFAA functions

Strategic Goals w/ responsibilities:

The following list has been created based on all of the data and processes used during the planning phase. Each item identified has been assigned to volunteers to help with corrective action and implementation of each. Each goal team is responsible for creating SMART Goals and timelines on how each item will be addressed. All of these items can certainly use more support from all the MFAA members. If a member sees something that they feel they would like to help with, please reach out to someone on that item and they will add you to the team.

- 1. Raise the Status of Facilities Managers**
 - Joseph McDonough, Ken Wertz
- 2. Membership – Increase (statewide), Participation (events)**
 - Dave Siendentopf, Michael D’Angelo, Steven Clifford
- 3. Continue to Increase Partnerships (MSBA, OSD, MHEC, MASS, MASBO, ...)**
 - Ken Wertz
- 4. Evaluate meeting structure & Improve (location, frequency, content, chapters)**
 - Susan McCann, Joseph McDonough
- 5. Evaluate all Professional Development & Improve**
 - Susan McCann, Joseph McDonough
- 6. Improve Communication / Marketing / Social Media (Twitter,FB,YouTube)**
 - Ken Wertz
- 7. Review & Update By-Laws (Committee w/expectations)**
 - Paul Anastasi, Alan Peterson, Michael Gorman
- 8. CFA with MCPPO [spring 2017]**
 - Joseph McDonough, Ken Wertz, Robert Graham
- 9. MFAA Compliance (Insurance, non-profit status submission, state recording)**
 - Ken Wertz, Brian Lynch
- 10. EHS Training: How to sustain?**
 - Paul Anastasi, Alan Peterson
- 11. Budget Analysis**
 - Ken Wertz, BOD