



Facilities  
Maintenance  
Consultant  
GEN2122286P1

Broward County

July 12, 2021

# Team Introductions

## Broward County

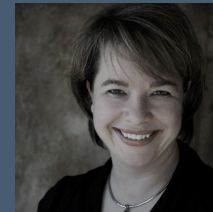


## FEA



Chris Hodges

P.E., CFM, FMP



Laurie Gilmer

P.E., CFM, SFP, LEED AP O+M

# Understanding Broward

*A model County, governed in an open and ethical manner, where innovative ideas are encouraged, and public and private sectors work collaboratively to achieve shared goals.*

## Solicitation GEN2122286P1

### Facilities Management Consultant

#### Objective:

. . . “deliver recommendations for targeted improvements of the County’s facilities management operations.”

. . . to produce “measurable gains in time, cost effectiveness and efficiency.”

# Our Philosophy

*We believe it is important to understand...*

*so you can provide...*

WHAT YOU HAVE



HOW YOU USE IT



YOUR FUTURE NEEDS



FACILITIES  
THAT ARE

**Safe**  
**Healthy**  
**Resilient**  
**Productive**  
**Cost-Effective**

# Why FEA?



## **Perspective.**

*Nearly 30-years of experience in facility operations and maintenance from the facility management perspective*

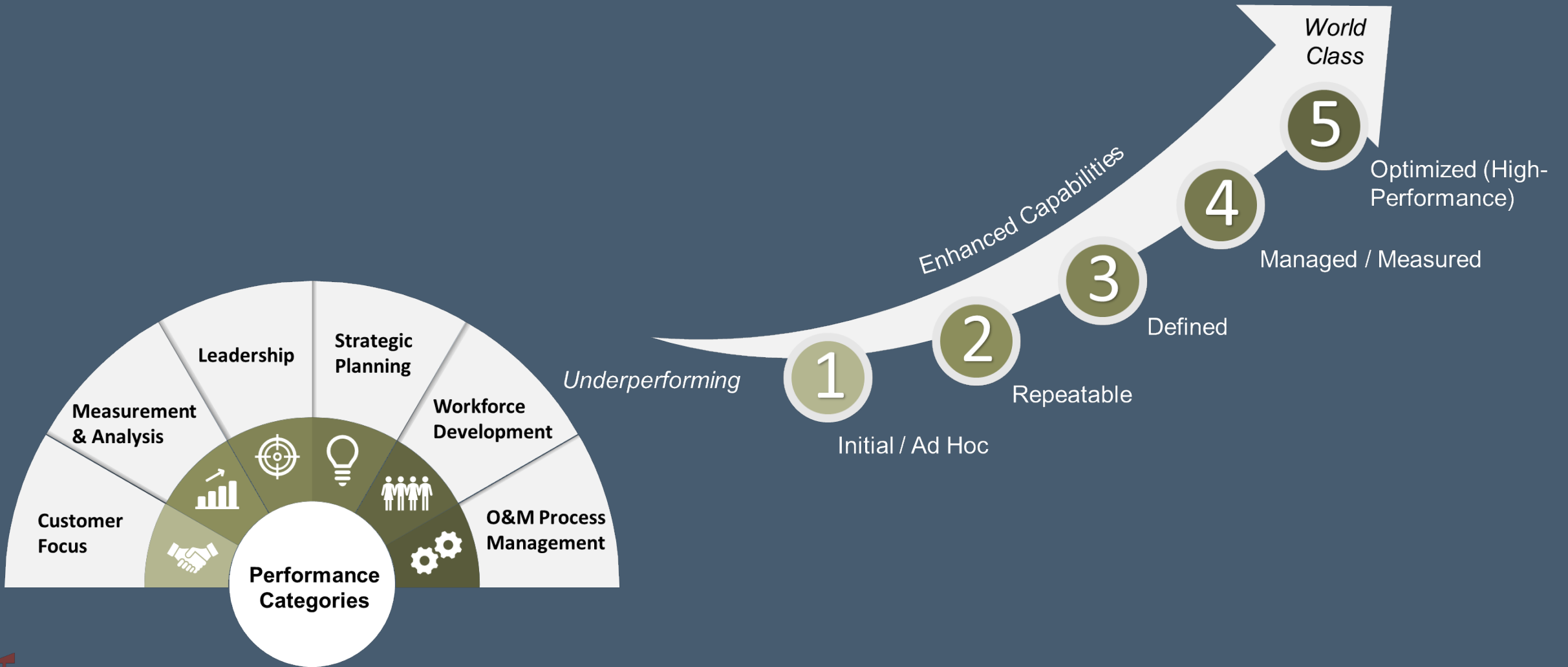
## **Approach.**

*Independent, objective, life-cycle based*

## **Outcome.**

*Optimize the facilities organization to increase efficiencies and effectiveness and improve the delivery of services*

# Approach: Basis for FEA's Assessment Framework

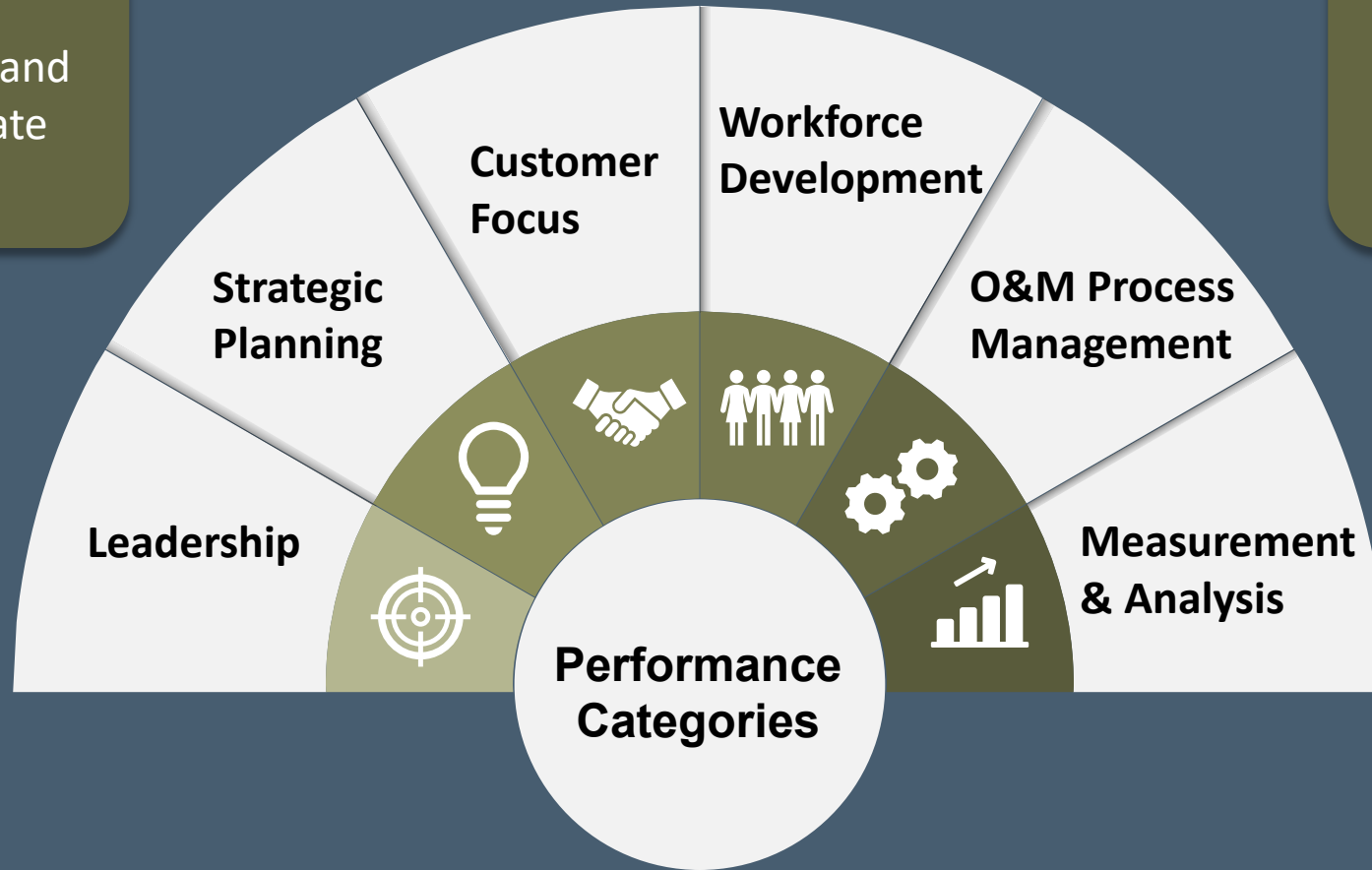


# Approach: Organization Assessment Framework

Align the County with the processes needed to support excellent service delivery

Evaluate current state and compare to future state

Provide a roadmap for continual improvement to support high performing culture





# Broward County Scope of Services

- Resource management
- Alignment
- Work flow
- Work order
- Contract management
- Service level
- Gap identification

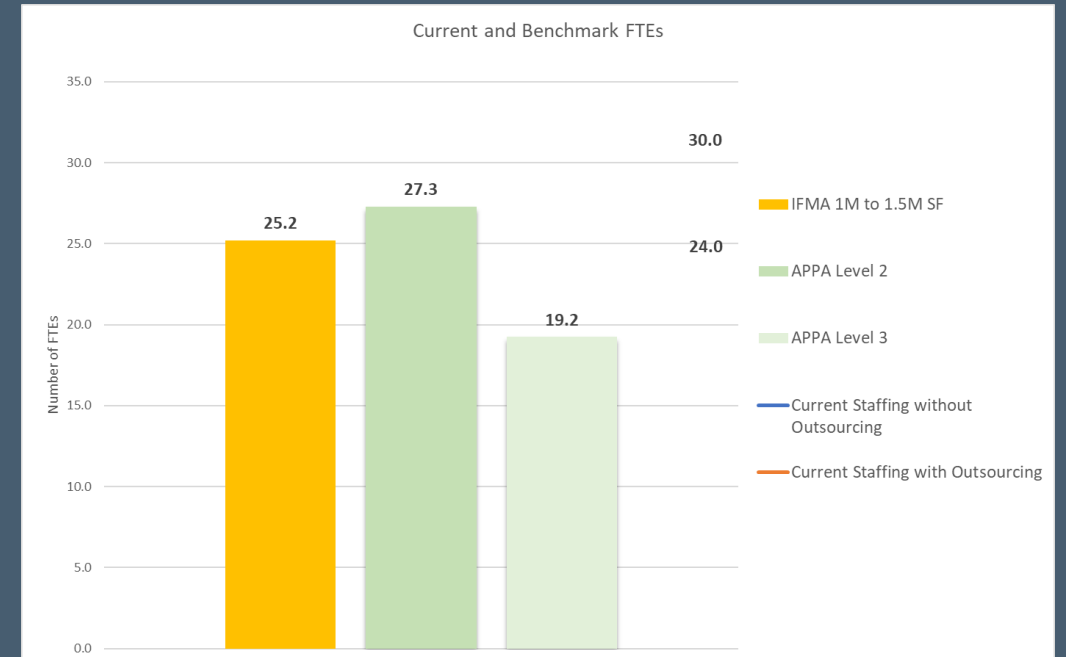




# Broward County Scope of Services

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## Staffing



## Financial



Category of Facility Cost	Utilities	Libraries	Parks	Public Bldgs	City Total	2017 IFMA Benchmark (City/County Government)	2019 APPA Benchmark
Cost of Facility Maintenance (3-Yr Avg.)	\$ 1,317,405	\$ 251,513	\$ 712,936	\$ 610,683	\$ 2,892,537		
Cost of Facility Maintenance (per sf)	\$ 2.85	\$ 3.25	\$ 1.85	\$ 3.11	\$ -	\$ 3.88	\$ 1.84
Cost of Janitorial (3-Yr Avg.)	\$ 308,041	\$ 101,261	N/A	\$ 92,013	\$ 501,315		
Cost of Janitorial (per sf)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1.46	\$ 1.54

# Broward County Scope of Services

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Work Categories	Description	Parks	Libraries	Government Buildings
Capital Renewal & Major Repair	System-level upgrades and replacements	Structural, roof & exteriors, MEP systems, fire & life safety, access & security systems, specialty and site systems		
Minor Repairs (Non-Capital)	System-level repairs	System-level repairs/replacements to building exteriors and interiors, mechanical, door, access & security system repairs, utility and site system repairs.		
Routine Maintenance (PM and CM)	Day-to-day maintenance requirements	PM/CM; MEP, FLS systems; PM/CM of specialty systems	PM/CM; MEP, FLS systems	PM/CM; MEP, FLS systems; PM/CM of specialty systems
Operational and Program Requirements	Day-to-day operational and program requirements	Operate specialty facilities (pools, rec centers, ice rinks)	Maintain public access, archival, storage, distribution	Public access and work environment
Custodial	Routine Cleaning	Building janitorial, seasonal requirements	Building janitorial	Building janitorial
Grounds	Groundscare	Major groundscare, snow removal, maintenance of site systems	Minor groundscare, snow removal, maintenance of site systems	Major groundscare, snow removal, maintenance of site systems

# Broward County Scope of Services

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- **Service level** →
- Gap identification

APPA Levels	5	4	3	2	1
Maintenance Levels of Maintenance	Crisis Response	Reactive Management	Managed Care	Comprehensive Stewardship	Showpiece Facility
Custodial Levels of Clean	Unkempt Neglect	Moderate Dinginess	Casual Inattention	Ordinary Tidiness	Orderly Spotlessness
Grounds Levels of Attention	Minimum-Level Maintenance	Moderately Low-Level Maintenance	Moderate Level Maintenance	High-Level Maintenance	State-of-the-Art Maintenance

Facility	Built/Renovated	GSF	Units	Maintenance Level of Service				
				1	2	3	4	5
City Hall	1970/1995	142,149	N/A					
City Hall West	2000/2010	90,408	N/A					
Fire Station #8	2017	11,900	N/A					
City Museum	1993	16,000	N/A					
Community Center	1974/1996	24,319	N/A					
Natatorium Swimming Pool	UNK	5,300	N/A					
Ice Rink	2005	90,524	N/A					
Main Library	1957	84,000	N/A					
Cross Street Library	2017	16,000	N/A					
State Street Library (Leased)	2008	12,000	N/A					

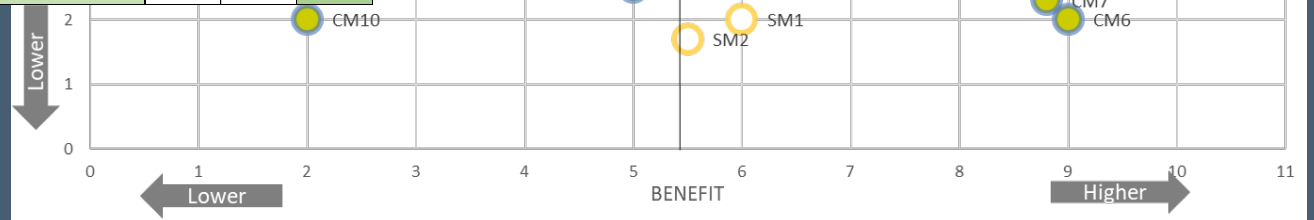
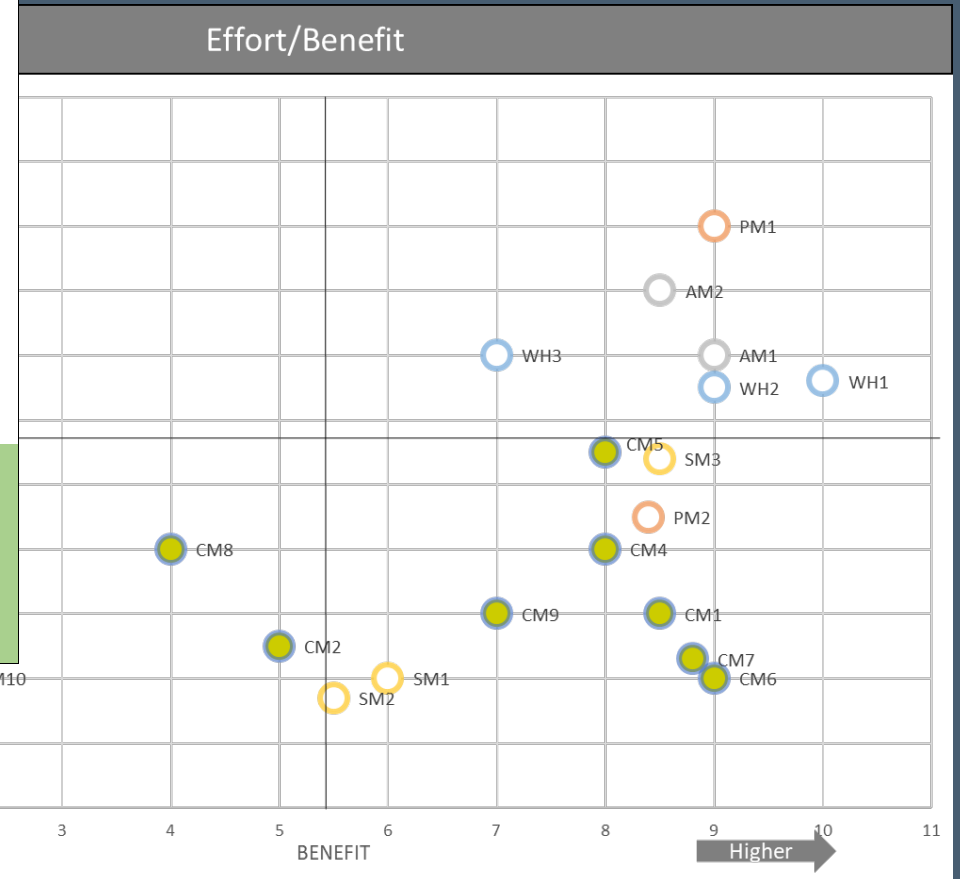
# Why FEA?

# Outcomes



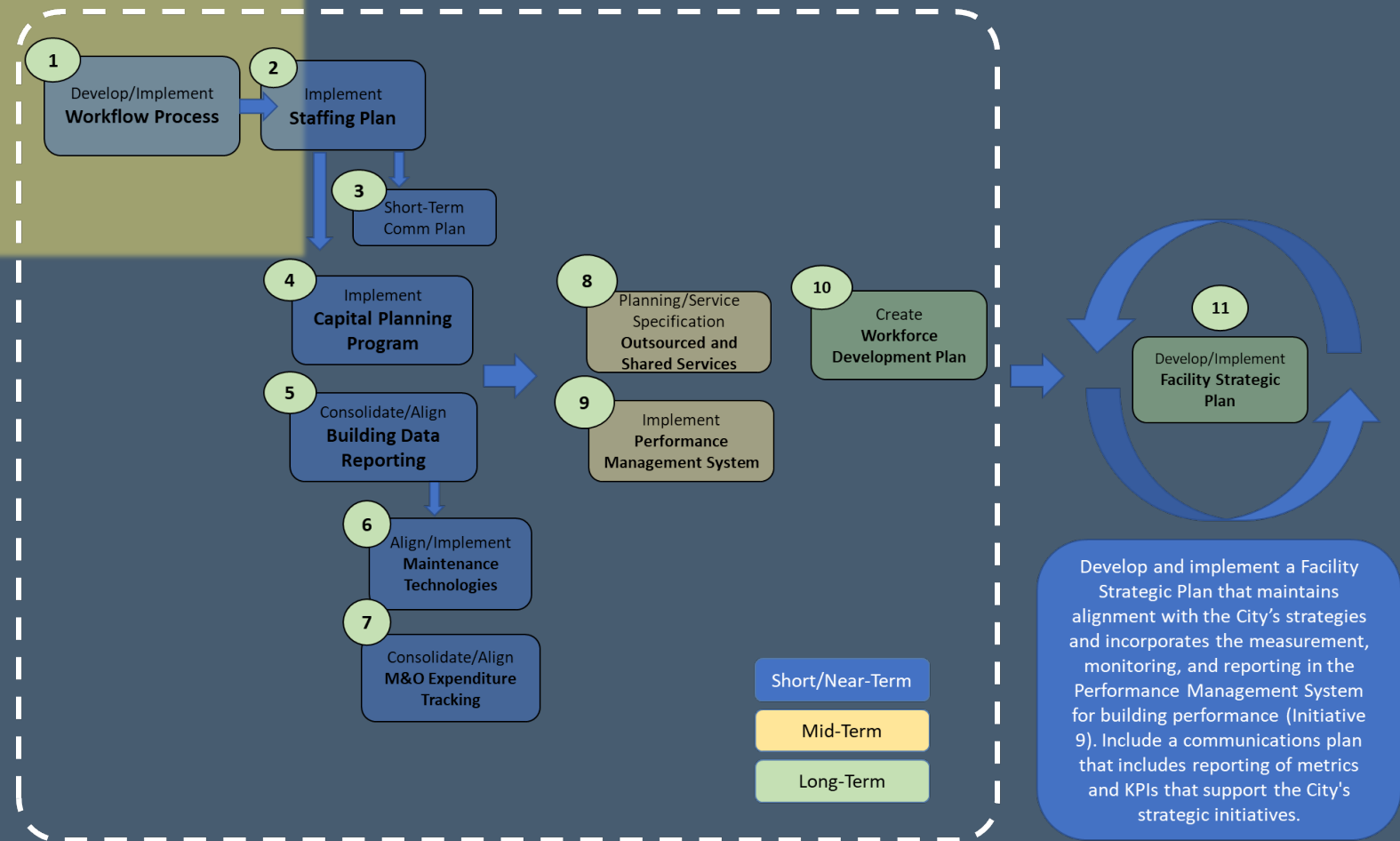
# Determining Recommendations and priorities

Initiatives	Time Band		
	Short	Medium	Long
2 <b>Staffing Plan</b> - Develop and implement a consolidated staffing plan for the maintenance function. Consider all phases of facility life cycle, including capital planning and implementation of capital projects.			
3 <b>Communications Plan (short-term)</b> - Develop a short-term communications plan to communicate maintenance management practices, and workflow and staffing responsibilities under the consolidated staffing plan both internally and to stakeholders.			
7 <b>M&amp;O Expenditure Tracking</b> - Consolidate and align accounting categories for facility maintenance and operations, to include; maintenance, janitorial, and groundskeeping functions. Provide common definitions for these functions that allows for consolidation of the expense categories for streamlined budget development and funding deployment, while maintaining required cost categories for inter-departmental accounting.			
8 <b>Outsourced and Shared Services Planning</b> - Review existing work practices and develop a plan, including service specifications for janitorial and groundskeeping services for potential outsourcing (janitorial), or for shared services (groundskeeping). Prepare a service specification that defines the locations and expected level of service, preferably using performance-based (outcome-based) specifications not prescriptive (task-based) specifications.			
9 <b>Performance Management System</b> - Implement and maintain a Performance Management System for building performance that includes measurement and analysis of the maintenance functions and stakeholder feedback. Consider output of the work management systems (VueWorks and appfolio), establishing Process and Management metrics that align with KPIs that are driven by the City's strategy (e.g. Building-related carbon emissions to support the Climate Action Plan).			
10 <b>Workforce Development Plan</b> - Create an aligned workforce development plan (incl. Labor needs, training, career development, and succession plan) based on the consolidated staffing plan (Initiative 2).			
11 <b>Facility Strategic Plan</b> - Develop and implement a Facility Strategic Plan using a framework such as a Balanced Scorecard. The framework should help align improvement initiatives with the City's drivers and incorporate the measurement, monitoring, and reporting metrics in the Performance Management System (Initiative 9). The framework would also address Stakeholder needs, process improvements, workforce strategies, and financial performance metrics.			



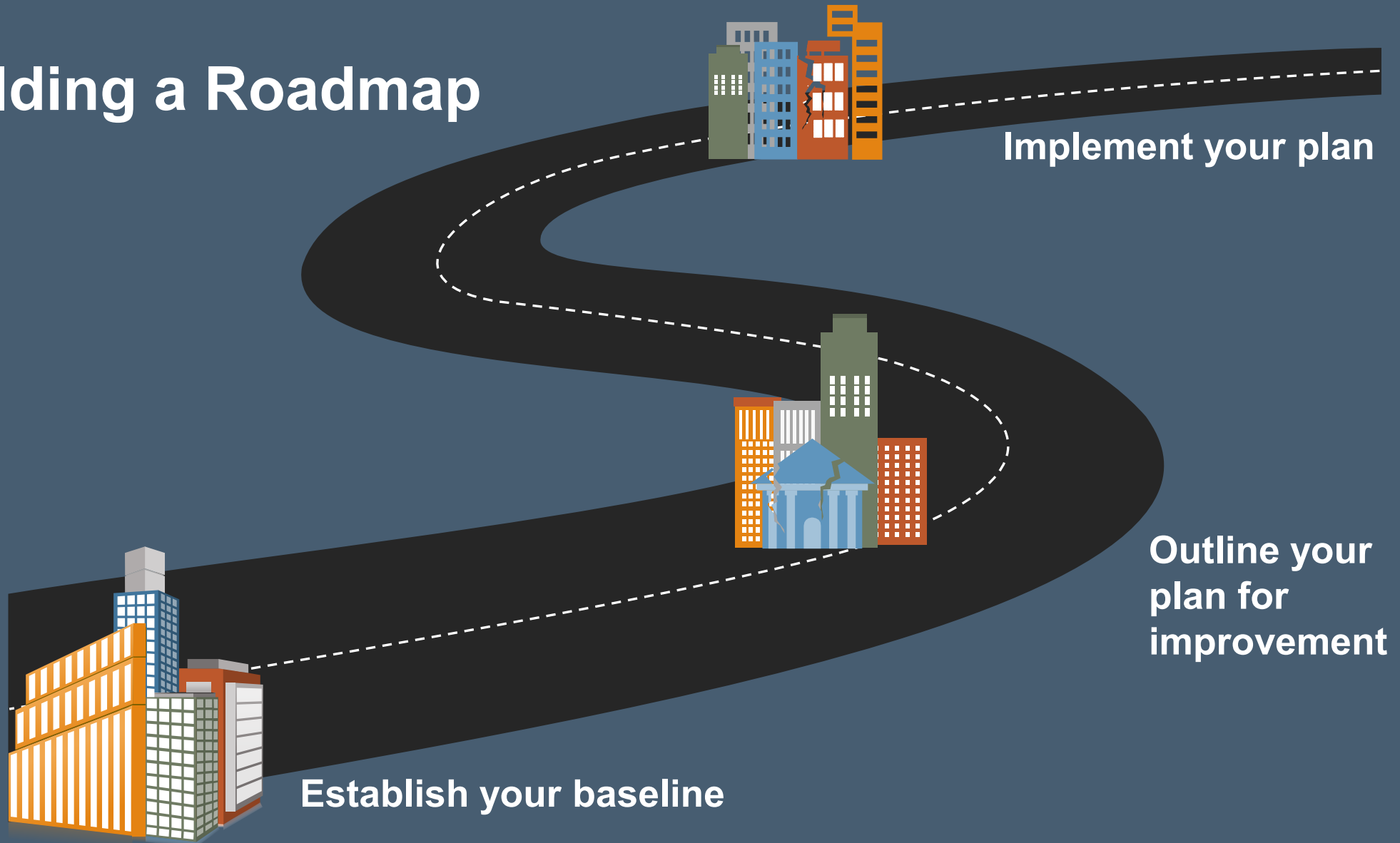
# Building The Roadmap

- Organizational structure & staffing
- Planning function
- Feedback & customer service
- Workflow processes & technology
- Workforce development
- Performance measures
- Integration



# Defining the Outcome

## Building a Roadmap



Implement your plan

Outline your plan for improvement

Establish your baseline



# Project Schedule

Broward County Facilities Management Consultant	Month 1				Month 2				Month 3			
	1	2	3	4	5	6	7	8	9	10	11	12
<b>Notice to Proceed</b>	◆											
<b>PREPARE</b>	■	■	■	■								
Kick-off meeting with facility leadership (virtual – 2 hours).		■										
Review of organizational data.		■	■	■								
Pre-site visit workshop to review organizational data (virtual – 2 hours).			■	■	◆							
<b>ASSESS</b>					■	■	■					
Interviews with key stakeholders over a 4.5-day period					■							
Summary of initial assessment using CMM performance categories.					■	■	◆					
Multiple review meetings with key stakeholders (virtual – 16 hours total).						■	■					
<b>RECOMMEND</b>								■	■	■	■	■
Draft report of assessment and prioritized recommendations.								■	■	■	■	◆
Presentation of results of the evaluation (virtual – three at 2 hours each).											■	◆
Delivery and presentation of the final report.											■	◆

# Experience

*The responding firm should have a broad base of experience working with all levels of government and public agencies including familiarization with the facility management industry and its standards and best practices.*

- City of Boise (ID)
- Colorado State University (CO)
- City of Greeley (CO)
- Harvard Medical School (MA)
- Kenai Peninsula Borough (AK)
- Lake County (IL)
- City of Lakewood (CO)
- MD Anderson Cancer Center (TX)
- Mecklenburg County (NC)
- State of Minnesota, Dept of Administration (MN)
- State of Minnesota, Dept of Transportation (MN)
- Montgomery County Public Schools (MD)
- City of Olathe (KS)
- UGI Corporation (PA)
- City of Richmond (VA)
- Smithsonian Institution (DC)
- Vinson Hall Retirement Community (VA)
- State of Wyoming (WY)



Smithsonian

# City of Boise (ID)



## Scope: Organizational assessment

- Assessment of the FM organization and identified areas to increase efficiencies and reduce costs
- Evaluation of organizational structure, current operational effectiveness, technology capabilities, opportunities, and challenges of specific business areas

**Outcome: Optimized the organizational structure and staffing levels, increased efficiencies, and reduced operating costs**



*The team was very responsive and knowledgeable.*

Chloe Ross, Project Manager

# Minnesota Department of Transportation

## Scope: Statewide facility strategy and space planning

- 20-year capital investment strategy that accounts for facility condition, functionality, deferred maintenance, and capital needs
- Development of standards and methodology to objectively assess space and security needs statewide
- Project prioritization methodology for project funding requests
- Tools for MnDOT to assess its own facilities in the future

**Outcome: Develop a long-term facility strategy, improve project prioritization, and optimize funding plans**



*They do quality work with built-in longevity, address any questions we have in a timely manner, and have a great can-do, customer service orientation. Needless to say, I highly recommend them.*

**Chris Moates, Planning Director**



# Smithsonian Institution



## Scope: Competency model development, training analysis, gap analysis, training plan development

- Analysis of 80+ positions using focus groups, federal personnel resources, and industry best practices to develop customized competency models
- Analysis of 100+ organizational training courses
- Gap analysis of training programs and occupational requirements
- Development of organization-wide training program to meet existing and emerging needs

**Outcome: Improved upskilling and career development opportunities, improved hiring and retention capabilities, and a more productive and efficient workforce**





# Q&A

## Facility Engineering Associates, P.C.

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