

# METRIC SUMMARY REPORT FACILITIES MANAGEMENT DIVISION 2007/2008



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## FORWARD

Since 2002 Facilities Management has embarked on several initiatives designed to increase the type and quality of services provided to Lee County. The objective was ambitious:

*To make our Facilities Management team world class and by doing so give the citizens of Lee county the most value for their tax dollar while minimizing the risk of any future privatization attempt of our division.*

Many areas needed to be addressed and a five year plan was instituted in early 2002.

## CHRONOLOGY

Although most initiatives overlapped, the first issue addressed was making sure that all employees felt comfortable in the work place. To meet this first and most important metric, a review of personnel files was conducted with the help of the County Equal Employment Officer and a plan to ensure equal treatment was developed and embarked upon. Meetings were held with management and staff to familiarize them with new expectations in this area.

Next a review of the Clerk of Courts Internal Audit from April 2001 was performed and used to form the nucleus for much of what was to follow. An electronic work order system was implemented in 2002, this gave Facilities the ability to gather more data on job performance and machinery history than possible in the recent past. This information clearly showed the need to begin moving from a “reactive” to a “proactive” maintenance organization due to premature failure of equipment, unreliable performance and repeated customer complaints many from the same areas. The new work order system afforded this opportunity without the purchase and training needed for additional software, so this step in the Plan was moved up, from its original implementing date of 2004. This required the establishment of a dedicated Preventative Maintenance (PM) Coordinator position approximately one year ahead of schedule. In order to make this change, it was decided to combine the position with the one already planned for Indoor Air Quality (IAQ) Coordinator. The position was established in late 2002 and it very quickly became apparent the two assignments were simply too large for any one person to handle. This mistake was corrected as soon as an additional open position became available in 2003 and the responsibilities between IAQ and PM’s were split and remain so today.

## *Knowledge, Skills, Abilities (KSA)*

Beginning in 2003, each supervisor was charged with determining which KSA's they would like to see enhanced in their responsible areas. A training budget was established many times larger than previously allotted and people began to attend training and seminars gaining much needed ideas on ways to improve our operation. A corner stone of this part of the plan was an annual trip to the National Facilities Management and Technology Exposition in Baltimore. In addition to many valuable training opportunities, new technologies and products were available for demonstration. These trips also gave the attendees the opportunity to meet with peers and discuss common issues. Examples of new skills obtained under the KSA initiative are:

- Infra-Red Technology
- Vibration Analysis for Rotating Equipment
- Interior Signs
- Remote Monitoring and Control of HVAC and Lighting
- Multi-Locks
- Key Card Access Control
- Pipe Bandit Kits
- Internal Pipe Sleeves
- Computer Aided Interior Design Software
- Roofing Control and Tracking
- Wolf Air Quality Detection System
- Green technologies including installation of waterless urinals

## *TOOLS*

Beginning in late 2003 and continuing through 2006, Facilities spent many tens of thousands of dollars on state-of-the-art tools and equipment to compliment our staffs new KSA's. Most of the tools related directly to increasing the capabilities and productivity of our work force, but some were intended to increase employee safety while on the job. A first ever for Lee County was the implementation of a respiratory protection training program using a Porta-Count respirator fit check device begun in 2006.

## *ORGANIZATION*

In 2005, it was announced that all other major initiatives as described above would be completed by the end of 2006 and we would enter into a "maintenance and upgrade" mode of operation beginning with the new fiscal

year starting in 2007. It was assumed that at this point our staff now had the Training, Knowledge, Skills and Abilities coupled with the right tools and equipment to perform their jobs in the most efficient manner possible. In order to reach the next higher level of performance the organizational structure would be modified. To meet this goal a new organizational chart designed in 2005 would be implemented during the fall of 2007. This new organization was needed to address the rapid growth of the facilities we were responsible to maintain. Since 2001, our space had gone from just under one million square feet to almost three million with many of the new buildings classified as “smart buildings” using Automated Logic or similar software to maintain temperature and lighting controls from a remote location. Gone were the days of manually setting thousands of individual dampers to control the air flow within buildings each fall and spring.

## WHERE THE DATA COMES FROM

### *LEE COUNTY DATA*

Internal numbers are derived from current staffing levels, Budget and Fiscal monetary data are received monthly and in yearly summary.

### *EXTERNAL DATA*

External data are received through our membership with the International Facilities Management Association (IFMA). Lee County participated in the IFMA Benchmark V Research Report #30, Annual Facility Costs for 2007. “IFMA is the largest and most widely recognized professional association for facility management, supporting more the 19,000 members. The association’s members, represented in 125 chapters and 15 councils worldwide, manage more than 37 billion square feet of property and annually purchase more than US \$100 billion in products and services.”

## INTERNAL DATA

### *SQUARE FEET BY YEAR*

<u>YEAR</u>	<u>SQUARE FEET</u>	<u>% INCREASE Y TO Y</u>
2000	987,432	N/A
2001	1,012,111	3
2002	1,030,483	2
2003	1,546,346	34
2004	1,769,123	13
2005	2,123,965	17
2006	2,525,489	16
2007	3,004,565	16
2008	3,309,661	10

### *TOTAL SQUARE FEET INCREASE FROM 2000 TO 2008*

**2,322,229 SQUARE FEET OR 298% INCREASE IN PROPERTY**

NOTE: In 2002 Facilities Management instituted the following formula to equitably calculate square feet for budgeting purposes:

1. Buildings with complete HVAC systems are taken into inventory at a ratio of 1 square foot to 1 square foot.
2. Buildings without an HVAC system such as a warehouse are calculated at 1 square foot equaling 0.75 square feet.
3. Buildings without walls such as a pavilion at a park are added at a rate of 1 square foot equaling 0.50 square feet.
4. Parking lots, irrigated fields are added to inventory at the ratio of 1 square foot equaling 0.25 square feet.

### *STAFFING LEVELS AND RATIO TO SQUARE FEET*

<u>YEAR</u>	<u>PERSONNEL</u>	<u>SQUARE FEET/PERSON</u>
2000	63	15,673
2001	65	15,570↓
2002	68	15,154↓
2003	79	19,574↑
2004	86	20,571↑
2005	103	21,960↑
2006	115	22,256↑
2007	135	22,256↑
2008	130	25,459↑

### *COST OF FACILITIES MANAGEMENT PER SQFT*

<u>YEAR</u>	<u>COST/PERSON</u>	<u>% CHANGE</u>
2000	\$4.64	N/A
2001	\$4.67	1↑
2002	\$4.80	3↑
2003	\$3.72	12↓
2004	\$3.54	5↓
2005	\$3.53	0.1↓
2006	\$3.31	7↓
2007	\$3.27	1↓
2008	\$2.86	13↓

### *TOTAL CHANGE IN COST PER SQFT*

**39%** Decrease in operating cost since 2000 to present

NOTE: Data is compiled using a standard billing rate of \$35.00 per person per hour and a work year of 2,080 hours per person.

*Overtime Costs per Square Foot by Year*

<u>YEAR</u>	<u>COST</u>	<u>% Change</u>
2000	\$0.27	N/A
2001	\$0.27	N/A
2002	\$0.22	18↓
2003	\$0.19 ½	11↓
2004	\$0.14 ½	26↓
2005	\$0.12 ½	14↓
2006	\$0.11	12↓
2007	\$0.09	18↓
2008	\$0.03	67↓

*Total Change in Cost of OT*

**90%** Decrease in overtime per square foot since 2000 to present

## EXTERNAL DATA

### *MAINTENANCE COSTS PER SQFT, NON CORRECTIONAL FACILITY*

The sample population responding to this data point was N = 910

The mean for the respondents was a cost of \$2.20, this **puts Lee County in the 75<sup>th</sup> percentile of respondents well above in average cost in this category.**

### *MAINTENANCE COSTS PER SQFT, FOR CORRECTIONAL FACILITIES*

The sample population responding to this data point was extremely limited with N = 4. No other facilities were in the Southeast. Lee County was **\$0.30** per square foot higher than the mean.

### *COST OF UTILITIES PER SQFT PER YEAR*

N=102 for Southeast United States. The mean for utilities was **\$2.73**. Last year Lee County paid approximately **\$5.00** per sqft. This is almost twice the mean and skews all external data calculations which take the cost of energy/resources into account.

### *SPACE PLANNING COSTS PER SQFT*

N = 310, the mean cost per square foot was **\$0.49**. Using a very conservative number for our group dedicated to this facet of Facilities Maintenance, Lee County pays **\$0.09** cents per square foot placing us in the 25<sup>th</sup> percentile for this metric.

### *TOTAL ANNUAL FACILITY COST (CATEGORY, CITY/COUNTY)*

N = 38, the mean cost for Counties and Cities responding for annual building costs was \$10.38 per square foot. This is a category which does include energy/resource usage and Lee County is approximately \$14.25 per square foot. This puts us in the 60<sup>th</sup> percentile.

## CONCLUSION

Lee County Facilities Management has experienced phenomenal growth over the past 6 years. Customer satisfaction has continued to rise and Facilities Management has a very good reputation with the people in our facilities. There will be a Customer Satisfaction survey conducted in 2009 to establish a more quantifiable metric in this area. While the cost of maintaining our facilities has continued to go down, we still are not meeting industry means in several key areas primarily the cost of energy/resource usage. If we backed this figure out of most calculations, Lee County would be well within the mean for most metrics used by IFMA, however, this is not included in this report.

New initiatives must be undertaken to continue decreasing the cost per square foot. This year we will be looking at installing lap top computers with phone cards and GPS tracking in our work trucks and allowing the trades person to park in a secure lot close to their home. The employees will be dispatched from remote sites with no need to drive to the main shop on Henderson Avenue to check in and receive their work orders. This will afford the supervisor an opportunity to assign work orders remotely by geographic location enabling the trades person to get to more jobs in their area faster while decreasing the use of gasoline and windshield time. Other areas to be looked at is how we staff the detention centers, cross usage of various trades and standardize work processes among all shops.