

METRIC SUMMARY REPORT  
FACILITIES SERVICES DIVISION  
2011/2012



*Changing lights at Hammond Stadium*

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## ACKNOWLEDGEMENTS

I would like to thank everyone who participated in gathering data for this, our second, benchmark report. Several different groups including; Risk Management, Fiscal, Clerk of Court Audits and County Lands played key roles in compiling the data required by the International Facility Management Association, (IFMA) for its Benchmarks 6 Survey. Within Facilities Services, Tim Hasty, one of our two IFMA representatives was instrumental in getting us an advanced copy of the report questionnaire and worked diligently to help pull the information needed together in the relatively short time allotted. Many people in Facilities helped as well because... *no one has all the answers*, which makes this report and its results a true team effort.

## FORWARD

Since 2002 the mission of Facilities Management Division has been...

**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.**

In 2009 Facilities Management Division was reorganized and moved out of the Public Works Department into the newly formed Internal Services Department. The designation of our Division was changed with the permission of County Administration to more accurately reflect our new organization and we became Facilities Services Division. At our 2010 biennial retreat, managers and supervisors met and decided to reshape our mission statement in keeping with the changing needs of the County and our customers...

**We will continue to thrive and remain a world class facilities management organization while facing economic challenges. This will be accomplished by actively pursuing opportunities to effectively allocate personnel and to manage resources in a cost efficient manner for the purpose of maintaining customer satisfaction in quality and service.**

## CHRONOLOGY

The first 5 year Continuous Improvement Cycle 2002-2007, focused on managing the rapid growth of the County facilities and ensuring our staff was equipped with the **K**nowledge, **S**kills and **A**bilities, (KSA) to maintain our new facilities which utilized the latest in building technologies. The second cycle, which began in late 2007, occurred at the beginning of a nationwide economic downturn where Lee County, according to real estate prices, was ground zero. Fortunately, Facilities Services had embarked on a path to reduce costs while increasing efficiencies prior to the downturn and the results of our efforts really began to show in 2007/2008.

### *ENERGY/RESOURCE REDUCTION PLAN*

Beginning in 2006, Facilities Services, with County Administration's approval, initiated a County-wide Energy/Resource Reduction Plan. The effects of the Plan were starting to become apparent in 2007 and the program was formalized in a written document, Guideline for Developing Facility Specific Energy/Resource Management Plans in Lee County Owned or Leased Properties, and approved by the BoCC in 2008. At this time Lee County has reduced its per square foot use of energy by over 46% as measured in KWH/sqft from the base year (2006) usage per square foot report.



*New photovoltaic array at Public Safety on 6 Mile Cypress*

## TOOLS & TECHNOLOGY

During this second continuous improvement cycle, Facilities kept looking for new technologies to help keep our buildings and facilities operating at peak efficiency while still driving down operating and maintenance costs.

- After several years of maintaining two building controls systems we settled on standardizing with one type, Automated Logic®, which is also used exclusively by the Lee County Schools with whom we have many shared facilities.



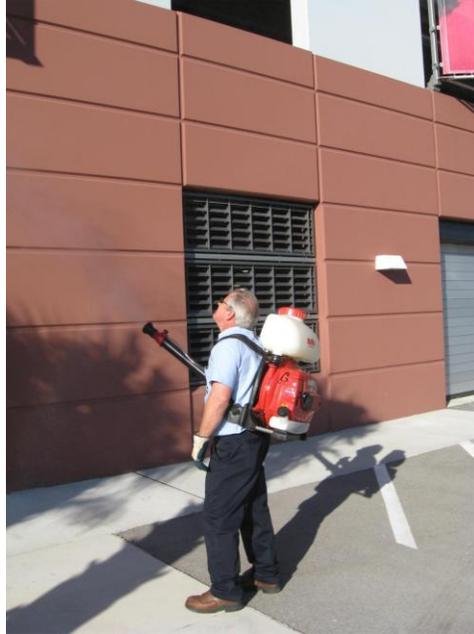
*Building Automation Shop*

- In order to further drive down cost, during this cycle, the Indoor Environmental Quality group purchased equipment to clean ventilation ducts in-house.



*A trades person cleaning ventilation ducts*

- Pest Chemical Application Fogger. Here a trades person is shown testing for the first time (using water only) the new fogger which allows one person to treat the outside of a building in a fraction of the time previously taken by a crew of two people.



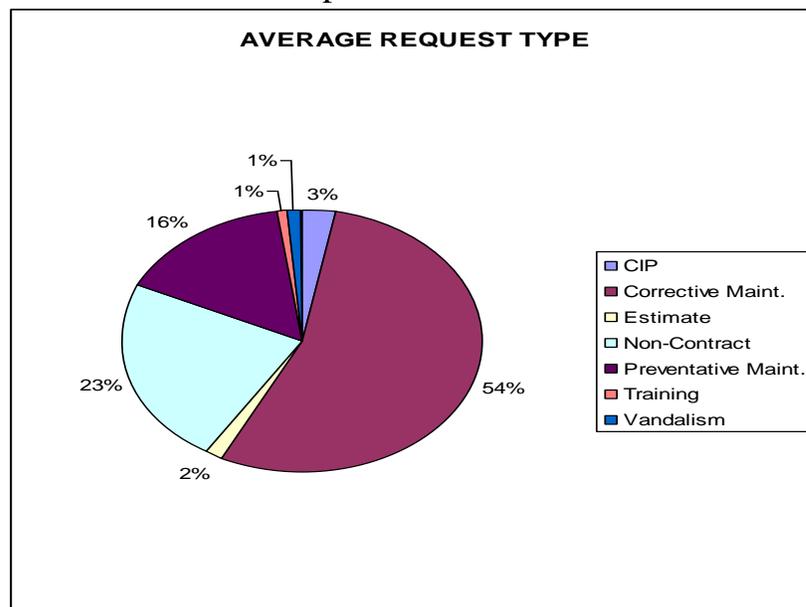
- EV/PHEV charging stations. Three stations are now available in the Downtown campus.



- In order to reduce time, increase efficiency and reduce the strain on our Detention Trades personnel, the first fully motorized/securable tool cart was purchased by Facilities Services. This cart allows for complete tool and consumable material accountability which is a key factor when entering secure areas and allows a single trades worker to transport hundreds of pounds of tools and equipment safely and securely to a job site anywhere on the extensive Ortiz campus.



- A newly revised Computerized Maintenance Management System called, Intelligence in Asset Management (A.I.M) was purchased. This software has greatly enhanced our customer response time to work orders and allowed us to track productivity and parts usage much more closely and in greater detail helping us further control and estimate future costs of our operation.



- With approval from the Building Trades Manager, a new software program, Roof Logic, was acquired. This program allows us to more closely track the condition of roofs, estimate repairs and anticipate time for replacement costs.



*Energy Efficient Roof on Old Courthouse*

- A specialty machine which can fabricate new handrails county-wide was purchased.



*The machine fabricates ADA compliant railings at a fraction of the cost a vendor would charge*

- For smaller jobs we now have the ability to re-stripe or label parking spaces in-house.



*Restriping Machine Being Set Up*

- A portable fire extinguisher training simulator was purchased and is used to teach building occupants how to safely put out a small office or home fire without the danger of using real fire or chemicals.



*The Training Consists Of Classroom and Hands-On*

- In order to ensure the maximum life from rotating equipment it is imperative that shafts be properly aligned. This tool was purchased and appropriate training given to selected staff. Using sophisticated laser alignment ensures that shafting and components are properly aligned before use.



*Two senior trades people aligning a motor*

## *ORGANIZATION*

During this cycle the division reached its peak staffing level of 130 persons and then beginning with the Voluntary Enhanced Separation Package began to shrink to our current staffing level of approximately 100 people. The positions of Deputy Director, Records Center Supervisor along with other non-supervisor administrative/trade positions were eliminated and those functions taken over by positions still in existence.

In 2010, again due to the move of Facilities out from the Public Works Department into Internal Services an agreement was reached between Construction & Design and Facilities Services to transfer twelve positions and their functions from Facilities to C&D. This transfer included the Minor Remodel and Interior Design Shops. It was believed that these two shops more appropriately belonged in C&D and the people along with their funding were reassigned in October 2010.

## WHERE THE DATA COMES FROM

### *LEE COUNTY DATA*

Internal numbers are derived from monthly Maintenance and Repair Shop (MARS) tracking data and also other groups as mentioned above.

### *EXTERNAL DATA*

External data are received primarily through our membership with the International Facilities Management Association (IFMA). Lee County participated in a number of audits during this past five year cycle.

- 2008/09-Measuring Customer Satisfaction
- 2010-Energy Efficiency Indicator, IFMA Summary Report
- Profiles 2011 Salary and Demographics Report, Research Report #35
- Various IFMA Facilities “Snap Shot” Reports
- 2010/11-Facility Management Staffing Report, Research Report #33
- IFMA Benchmark VI-Annual Facility Costs for 2011/12 “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

## Internal Metric #1

### *SQUARE FEET BY YEAR*

YEAR	SQUARE FEET	% INCREASE Y TO Y
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
<b>2007</b>	<b>3,004,565</b>	<b>18</b>
<b>2008</b>	<b>3,309,661</b>	<b>10</b>
<b>2009</b>	<b>3,611,922</b>	<b>9</b>
<b>2010*</b>	<b>4,819,059</b>	<b>33</b>
<b>2011</b>	<b>**4,872,238</b>	<b>1</b>

Continuous Improvement Cycle #2

\*

In 2010 Facilities completed a project to take into account irrigated and/or lighted fields at a ratio of 1 square foot equaling 0.25 Maintenance Square Feet which had previously not been accounted for. This caused a one-time increase in our *calculated* maintenance square footage inventory.

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These figures show that Lee County essentially experienced no significant growth in 2011. However, in January of 2012 the Jet Blue Stadium will increase our Maintenance Square Feet inventory by well over half a million square feet but this was not accounted for in this report.



*New Floor in Munchkin Room, Boca Grande*

## **Internal Metric #2**

### ***TOTAL SQUARE FEET INCREASE FROM 2007 TO 2011***

Lee County increased its Maintenance Square Feet by 1,867,673 square feet  
OR a 62% increase over the 5 year period.

NOTE: How are Maintenance Square Feet calculated...

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.



*Manatee Park, First Modular Building Used By Lee County*

### **Internal Metric #3**

#### ***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
<b>2007</b>	<b>135</b>	<b>22,256</b>
<b>2008</b>	<b>130</b>	<b>25,459</b>
<b>2009</b>	<b>121</b>	<b>30,099</b>
<b>2010</b>	<b>113</b>	<b>42,646</b>
<b>2011</b>	<b>100</b>	<b>48,722</b>

Continuous Improvement Cycle #2

The average square feet per Facilities staff person has increased in this cycle by 26,466 sqft or 118%

## Internal Metric #4

### *COST OF FACILITIES SERVICES 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↓
<b>2007</b>	<b>\$3.27</b>	<b>1↓</b>
<b>2008</b>	<b>\$2.86</b>	<b>13↓</b>
<b>2009</b>	<b>\$2.62</b>	<b>8↓</b>
<b>2010</b>	<b>\$2.52</b>	<b>4↓</b>
<b>2011</b>	<b>\$2.43</b>	<b>3↓</b>

Continuous Improvement Cycle #2

## Internal Metric #5

### *TOTAL CHANGE IN COST PER SQFT*

As shown above there was a 26% decrease in operating cost from 2007 to end of the fiscal year 2011.

NOTE: Data is compiled using the total Operating dollars assigned to Facilities Services Division for the given fiscal year running from October to October.



*Proto-type nesting box fabricated in-house to be used on County property*

**Internal Metric #6**  
***ELECTRICITY USAGE***

**Total KWH Used In a year vs.  
Square Feet Of County Property**

Year	KWH	Sq Ft	KWH/ SqFt	Difference in KWH/SqFt	Summary (less energy)
2006	125,897,475	2,525,489	49.85	N/A	N/A
2007	130,760,904	3,004,565	43.52	6.33	12.70%
2008	134,550,607	3,309,661	40.65	2.87	6.59%
2009	132,714,577	3,593,719	36.93	3.72	9.16%
2010	129,414,098	4,842,584	26.72	10.21	27.63%
2011	132,019,039	4,872,238	27.10	-0.37	-1.39%
2012	133,609,332	5,721,399	23.35	3.75	13.83

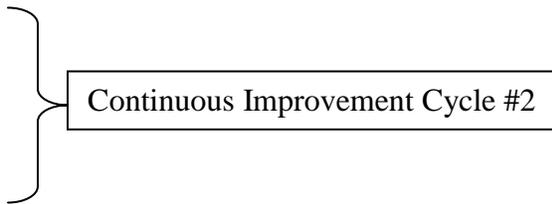
**NOTE: Total energy used decrease from 2006 to 2012 is 22.75 KWH/SqFt decrease or a 45.65% decrease in energy use since 2006.**

Note: In the year 2006, Lee County had about 2.5 million square feet for maintenance purposes and received an electric bill for the year totaling 18.4 million dollars. If pricing and other variables except square feet were kept the same in 2012 with just over 5 million square feet in our maintenance inventory it would be reasonable to assume our final bill for power would be 2X the 2006 figure of 36 million dollars. However, our final bill for 2012 came to just under 12 million dollars for a real savings of approximately 24 million dollars for just the year 2012.

## Internal Metric #7

### *OVERTIME COST PER SQUARE FOOT PER YEAR*

<u>YEAR</u>	<u>COST</u>
2000	\$0.27
2001	\$0.27
2002	\$0.22
2003	\$0.19 ½
2004	\$0.14 ½
2005	\$0.12 ½
2006	\$0.11
<b>2007</b>	<b>\$0.09</b>
<b>2008</b>	<b>\$0.03</b>
<b>2009</b>	<b>\$0.02</b>
<b>2010</b>	<b>\$0.02</b>
<b>2011</b>	<b>\$0.02</b>



Continuous Improvement Cycle #2

During this cycle OT has dropped per square foot by 7 cents. However, it is important to note that over the last three years (09-11) OT has remained essentially unchanged per square foot. **This is a strong indicator that staffing vs. work load is a close match.** Driving down OT less than 2 cents per square foot would require bringing on additional staff and their overall costs would exceed that spent in OT. This metric is monitored monthly as a whole for the division and each individual shop for trending and serves as a key indicator of the need to modify staffing at the shop level.

# EXTERNAL DATA

Data below from IFMA Facilities Snapshot 2010:

## **Comparative Metric #1**

Regarding the space you manage, what changes do you foresee in the next year.

Sample population was 460 respondents...

56% said they expected no change in square footage

28% said they expected some expansion in square footage

16% said they expected some decrease in square footage

Lee County fell into the 28% category with an increase of just over 1 million square feet during this time frame of 2010.

## **Comparative Metric #2**

What changes do you anticipate in staffing levels in the next year.

Sample population was 458 respondents...

72% predicted to keep the same number of personnel.

20% predicted an increase in staff.

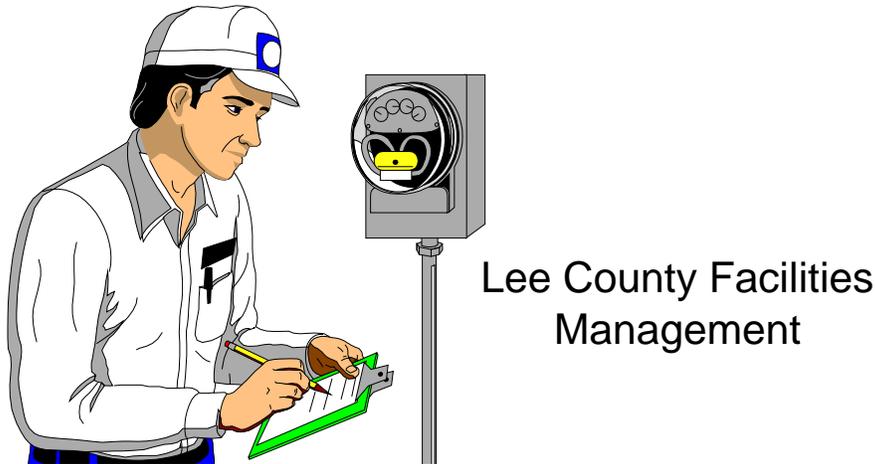
8% predicted a decrease in staff.

Lee County Facilities decreased staff by 8 people over this period so we fell into the 8% grouping.

Data below from IFMA Report, Measuring Customer Satisfaction

## Comparative Metric #3

### Measuring Customer Satisfaction



### Overall satisfaction

- Highly satisfied...75%
- Very satisfied.....21%
- Satisfied.....2%
- Dissatisfied.....0%
- Very dissatisfied...0%
- N/A.....2%

Finally, our customers rate this organization as operating in the very satisfied or above range by 96%.

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The results of the Customer Satisfaction Survey placed Lee County Facilities Services in the top quartile when compared to other IFMA facilities organizations.

Data below from IFMA Benchmark VI-Annual Facility Costs for 2011/12

### **Comparative Metric #4**

Age of facilities in the maintenance inventory.

Less than 5 years.....	7%
5-10 years.....	15%
11-15 years.....	17%
16-20 years.....	15%
21-30 years.....	19%
31-50 years.....	19%
51-100 years.....	7%
More than 100 years.....	1%

Mean value for the sample population of 1,400 respondents was 25 years. Lee County is well under the mean age spread with approximately 62% of our property falling in the 5-10 year category as compared to 15% of the respondents sampled. This means our maintenance costs will increase substantially after the year 2017 due to the large number of facilities with approximately the same age requiring more maintenance at approximately the same time.

Data below from IFMA Research Report #35. Sample population, n=4,353

### **Comparative Metric #5**

12 buildings was the median number  
38% of the respondents were responsible for 20+ buildings

500,000 square feet was the median number  
33% of the respondents had over 1 million square feet of space

Lee County is in the top 2% for the number of buildings with 500 structures maintained and top 5% for square footage.

## Comparative Metric #6

Wage comparison with 4,353 facility management organizations from:

82% ... United States

7% .... Canada

11% ... Other Countries

Within the United States, of the 82% respondents, 23% were from the Southern region, 18% from the Pacific region, 17% from the Northeast, 15% from the Midwest, and 9% each from the North Central, South central and Mountain regions.

Overall base salaries in Facilities organizations have increased 8% since 2007. Lee County has held base salaries unchanged since 2009 which places us well behind other organizations reporting in this survey. The wage categories were broken down into six groupings based on *square feet*, Lee County with over 5 million square feet for maintenance calculations uses for comparison only the last set of data given in the report. It shows the following when comparing to our trades personnel total compensation package...

### Total Compensation Deltas as Reported

IFMA Level 1 Employee....\$85,000/year

Lee County T-1 to T-3.....\$50,000/year

Total compensation delta.....\$35,000/year below reported

IFMA Level 2 Employee....\$89,000/year

Lee County T-4.....\$65,000/year

Total compensation delta....\$24,000/year below reported

IFMA Level 3 Employee....\$100,000/year

Lee County Supervisor.....\$74,000/year

Total compensation delta....\$26,000/year below reported

IFMA Level 4 Employee....\$115,000/year

Lee County Manager.....\$97,000/year

Total compensation delta....\$18,000/year below reported

## CONCLUSION

The last 5 year cycle has been extremely challenging with millions of new feet added to our maintenance inventory, decreasing staffing level and budgets. Facilities Services staff, in close cooperation with our customers, have worked to meet the challenges presented and have succeeded in maintaining County property in the most cost efficient and reliable state possible.

Many new initiatives are currently underway to continue increasing efficiency and cutting costs, some are listed below...

Working with the City of Fort Myers to subtract from our water/sewer bill the millions of gallons which simply evaporate through the cooling towers located on the roofs of the downtown buildings rather than go back into the waste stream for treatment.

Installing new more energy efficient lighting when funding and opportunity permits.

Controlling temperature in buildings based upon CO2 concentration which is a more accurate measure of occupancy in a space.

Placing more County roof tops into the Roof Logic program to accurately track their life expectancy and extend wherever possible.

Installing a bar code inventory control system and upgrading our computerized work order system.

Putting timed flush control valves in the jails to prevent inmates from continuously flushing and flooding a cell block.

The next 5 years will see dramatic personnel changes, most of the upper management team will retire and a significant portion of the trades worker crew will also leave. As our long time employees retire they will inevitably take with them in-depth knowledge of our facilities. In order to help counter this loss, Facilities Services is embarking on a new initiative to computerize using the new bar code system all the key components and their locations for

each large building in our inventory. These bar codes will be located throughout the building and people with the right pass code will be able to simply scan the bar code. Emergency responders and staff can quickly pick the system(s) they need to get information about and address problems without having to hunt up prints or lift ceiling panels to find a shut off valve.

Major challenges will be to maintain the aging buildings on very tight budgets, keep an adequate staff of qualified workers and continue to purchase and train on new technology as it becomes available.