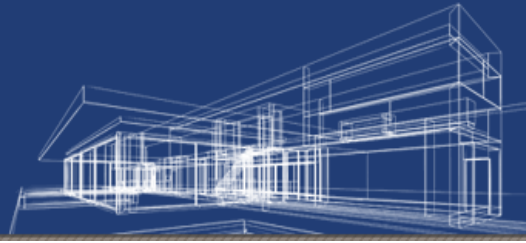


# Facilities Management Solutions, LLC

"Making the workplace better...for YOU"



## How Does Your Facility Shape Up?

As facility managers, we are always aware of the “health” of our physical plant: you know how well the boilers are boiling or how well the chillers are chilling, and even whether your budget is on track. But do you ever wonder about the “health” of all of the associated administrative procedures you and your staff use to track and document your operations and maintenance (O&M) programs?

I know (because I spent more than 30 years in your chair so to speak) that many of you believe that your experience and expertise enable you to optimize operational efficiency and staff performance through all of the programs, policies, and procedures you have implemented. When I was a facility manager, I felt exactly the same way. I realized, however, this wasn't entirely true when I started this consulting business and began talking with facility managers and CEOs of large businesses. To ensure that we provide our respective corporation with the very best:

- We hire the very best people we can to oversee operations, maintenance and engineering;
- We benchmark with like-businesses to ensure we are identifying and implementing “best practices”;
- We participate in trade organizations' conferences, seminars, and webinars to ensure we stay apprised of industry trends and innovative time and money-saving products.

So what can go wrong? The answer is so simple that it floored me when I first thought of it...so simple that at first it sounded silly. We know this: **None of us can stay on top of everything, so we place a great deal of confidence in our reporting staff to do the right thing. We believe that if we meet with them frequently and evaluate their performance based on results, they are in fact doing the right thing.** The reality is: ***While we do our best to stay on top of all of our responsibilities, the larger the department, the less likely we are to succeed in seeing everything.***

Most mid-level and senior managers are consistently working on administrative projects for the C-level leaders: financial projections; 5-year capital improvement plans (CIP); staffing and re-organization planning; employee re-stacking plans that support business growth/contraction; implementing new systems, like a new security system for instance; contracts for service; preparing briefings and overviews. This is a simple list and, depending on the size and complexity of the company, there are probably a myriad of other duties that ensure you are actually a “hands-off” manager. Will this ever change? Probably not; But there is something you can do to measure both the effectiveness and efficiency of your O&M program and determine

how well your staff manages the programs needed for the smooth operation of your facilities. Consequently we will perform a review of management structure and practices as they relate to daily operations and maintenance, budget management, and deployment of the labor force. Our experience tells us that departmental managers are often so preoccupied with immediate issues that they tend to lose sight of their ultimate objectives; in a sense they become reactive with little time to be proactive. That's why an external objective review of the effectiveness of your operations and maintenance program is necessary. Without an external review, facilities departments often become inefficient; ***a common oversight by managers is that they are so intent on maintaining the facility, they forget to manage their responsibilities as though it were a business.***

I have developed an assessment program that assists in measuring the effectiveness of your O&M organization based on industry best-practices. We address the following key areas:

- Staffing
- Operations
- Preventive Maintenance
- Maintenance Recordkeeping
- Environmental Health and Safety
- Scheduling, Planning and Control

These are the proverbial “glass balls” that every facility manager must continually juggle and absolutely cannot drop. If all of these are going well, everything else will follow and fall into place: budgets, capital planning, worker availability, contract costs, and even utilities costs (which will also have a positive impact on energy management and sustainability programs). The above list is broad and there are several sub-categories under each heading. For instance, under “Staffing”, one of the things we look at and feel strongly about is: “Do you maintain departmental training records for your staff?” I often get told “No...that’s HR’s job.” Does that mean that it is okay for HR to decide which of your maintenance staff is capable of initiating equipment repairs? Of course not! Please keep in mind that we are evaluating how well the bases are covered with respect to procedures necessary to support your customer base; we make no value judgments on the ***effectiveness*** of the procedures. That is something only you can assess based on feedback from your management, staff and customers.

You may think that this is an expensive, unnecessary project but I can assure you that the savings will heavily outweigh the cost. I offer this program for a firm, fixed price with no hidden fees, no opportunity for change orders and no strings attached. I would be happy to develop an implementation plan based on my recommendations. However, the report belongs to you and if you prefer you may develop your own plan since you have already paid for the recommendations.

One thing I can guarantee: your organization will improve once this is done and your boss, and your budget, will notice.



Thank you