Consolidating & Transforming Facilities Management Functions

Fred Towers
Presentation Outline

Why Centralize?
Scope of Consolidation
Project Governance
Early Dividends
Lessons Learned
The Challenge – Seeing the Whole Picture
The Case – Centralize & Standardize

Priority Setting
- Building Portfolio
- New Construction

Common Standards
- Maintenance & Cleaning
- Capital

System-wide Co-ordination
- Procurement
- Monitoring & Controlling
System-Wide – Planned Staff Transfers

500 Staff
System-Wide – Capital Transfers

$60 Million
Presentation Outline

1. Why Centralize?
2. Scope of Consolidation
3. Project Governance
4. Early Dividends
5. Lessons Learned
In Scope Organizations

15 Divisions
In Scope Organizations

Parks, Forestry and Recreation
Scope - Work Classifications

- Facilities Administration
- Security Management
- Facilities Operations
- Capital Project Management
- Client Service & Quality Management
Scope – Work Classification Segments

Facilities Administration

- Strategic Planning
- Standards Development
- Requirements Planning
- Financial Management
**Scope** – Work Classification Segments

<table>
<thead>
<tr>
<th>Facilities Operations</th>
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</thead>
<tbody>
<tr>
<td>Building Supervision</td>
</tr>
<tr>
<td>Facilities Upgrades/Repairs</td>
</tr>
<tr>
<td>Preventative Maintenance</td>
</tr>
<tr>
<td>Emergency Maintenance</td>
</tr>
<tr>
<td>Custodial Services</td>
</tr>
</tbody>
</table>
# Scope – Work Classification Segments

## Capital Project Management

<table>
<thead>
<tr>
<th>New Construction Feasibility</th>
<th>State of Good Repair</th>
<th>Project Management</th>
</tr>
</thead>
</table>

**Toronto**

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*Note: The content above is represented as plain text with proper formatting.*
**Scope** – Work Classification Segments

<table>
<thead>
<tr>
<th>Security Management</th>
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</thead>
<tbody>
<tr>
<td>System-wide Security Planning</td>
</tr>
<tr>
<td>Security &amp; Life Safety Assessments</td>
</tr>
<tr>
<td>Security Installations</td>
</tr>
</tbody>
</table>
**Scope** – Work Classification Segments

<table>
<thead>
<tr>
<th>Client Service &amp; Quality Management</th>
</tr>
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<tbody>
<tr>
<td>Customer Service Framework</td>
</tr>
<tr>
<td>Service Level Agreement</td>
</tr>
<tr>
<td>Performance Metrics</td>
</tr>
<tr>
<td>Site Inspections</td>
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</tbody>
</table>
Scope – Work Classification Segments

<table>
<thead>
<tr>
<th>Information Technology</th>
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<tbody>
<tr>
<td>Work Order Processing</td>
</tr>
<tr>
<td>Preventative Maintenance</td>
</tr>
<tr>
<td>Capital Asset Management</td>
</tr>
<tr>
<td>Analytics &amp; Dashboards</td>
</tr>
<tr>
<td>Integrated Financials</td>
</tr>
</tbody>
</table>
**Scope** – Work Classification Segments

- **Scalability**
  - SAP Facilities Management
  - BREEZE Custodial Workload Measurement
  - RIVA Capital Asset Management
  - SAP Analytics & Dashboards
  - SAP Integrated Financials
Presentation Outline

- Why Centralize?
- Scope of Consolidation
- Project Governance
- Early Dividends
- Lessons Learned
Project Governance

City Manager / DCM’s

Division Heads

Chief Corporate Officer

Executive Steering Group

Steering Committee

Project Sponsor
Project Governance

- Project Director
  - PMO

- Reference Group
  - City-wide

- Functional Stream Leads
  - Subject Matter Experts
Presentation Outline

- Why Centralize?
- Scope of Consolidation
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- Early Dividends
- Lessons Learned
Early Dividends

- Facilities Service Contract Review
- Led to Contract Standardization
- Achieved $ savings
Presentation Outline

- Why Centralize?
- Scope of Consolidation
- Project Governance
- Early Dividends
- Lessons Learned
Lessons Learned

- Prioritize Transfers
- Good Governance Pays
- Objectives Analysis
Thank You