Strong urban futures rarely develop on their own. Recognizing this, the City of Buffalo implemented a multi-year, multi-phase plan to update their facility management systems and create a 21st – century system capable of helping them make informed asset management decisions. This presentation details how the city and Facility Optimization Solutions developed this plan with technologies and strategies that empower the city to best manage 3.3 million square feet of civic space and drive maximum results.

ABOUT THE SPEAKERS

DAN CONNORS is a manager and hands-on engineer with 35 years of experience in facility management and engineering; to include project management, design engineering, construction management, operational maintenance, and energy management. He currently works for the City of Buffalo Department of Public Works/Division of Buildings, and the United States Air Force Reserves. He is the Acting Principal Engineer/Electrical Engineer for the City’s Office of Planning and Design, and Chief of Engineering Services for the 622nd Civil Engineer Flight at Dobbins-ARB, Atlanta, Georgia. Dan led the development of the Facility Condition Assessment project for the City of Buffalo. He introduced the city to facility management practices used by the USAF, developed the RFP and FCA project contract deliverables and persuaded the city’s administration to fund the project.

DAVID RAFFIN has more than 30 years of diverse experience in management, service and business development. David brings a strong knowledge of the corporate, government and education sectors to his leadership role with CANNONDESIGN’s Facility Optimization Solutions (FOS) team. He is focused on marketing the firm globally and seeking out new ideas and technologies that help the FOS team empower clients to manage their facilities and operations more efficiently, effectively and sustainably.
INTRODUCTION

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David Raffin, Senior Vice President
Cannon Design

OBJECTIVE

- Project Background
- Strategic Goals & Objectives
- Project Deliverables
- Lessons Learned
- Q&A
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Facility Management Life Cycle Process

PROJECT BACKGROUND

- Analyzed our mission statement and business model, then created a vision on how we are going to accomplish our mission going forward
- Performed a gap analysis to identify challenges, and prioritized efforts
- Aligned challenges to strategic goals and objectives (solutions)

STRATEGIC GOALS & OBJECTIVES

GOAL 1
Develop and prepare a Comprehensive Facility Management Plan

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>PROJECT DELIVERABLE</th>
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<td>Deliverable 14</td>
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Deliverable 14

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Multiphase 5 year Implementation

2006 2007 2008 2009 2010 2011

PHASE 1 Document Management

PHASE 2 Space and Emergency Preparedness

PHASE 3 Enterprise Crisis Management

PHASE 4 Fleet Management

PHASE 5 Strategic and Capital Planning
Real Estate and Property Management
Move Management
Energy Management
Environmental Sustainability

DElIVERABLE #1

A comprehensive facility condition assessment of City owned and operated buildings

Planning, Programming, Budgeting & Construction Process

Computerized Maintenance Management System

DElIVERABLE #2

Inventory system equipment recording nameplate information by Daily Operations

Each piece of equipment was tagged with a unique bar code, then recorded in Archibus, CMMS database

Bar codes allow equipment database to be developed to retrieve drawings and reference materials by technicians in field
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DELIVERABLE #3

- Construction cost estimate by Baer Associates
- RS Means used to determine deficiency costs by the condition assessors
- Normalize costs – identified proper local cost sources and factors to ensure that all estimates are appropriate for Buffalo

DELIVERABLE #4

- Field measurement/laser scanning of floor plans for all City buildings by Cannon Design
- Created AutoCAD floor plans for each building to AIA layering standards and level II details
- Convert City’s mechanical drawings to AutoCAD
- Archibus Space Management Module – Leases

DELIVERABLE #5

- Preventive Maintenance Plans and Manpower Report
- Developed maintenance plans on all equipment inventoried for PM Program
- Manpower Report details labor requirements for PM Program and corrective maintenance per IMFA standards
- Report used as justification for budget increase requests
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DELIVERABLE #6

- VFA Facility Software Training by VFA
- VFA Facility online database hosted by VFA, that stores the data from our condition assessment
- Allows us to customize and use the condition assessment data

DELIVERABLE #7

- Distressed Buildings and Disposition List
- Provides a list of buildings with a Facility Condition Index (FCI) of 60% or greater to be considered for liquidation
- Capital funding Return on Investment (ROI)

DELIVERABLE #8

- Capital Planning by Cannon Design
- Recapitalization Strategy
- 5 Year Capital Needs List, Work Program, Distressed Buildings & Disposition List, and Executive Committee Priorities & Funding
- 5 Year Capital Program
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DELIVERABLE #9

- One (1) Year of Archibus maintenance and support by Rand Corporation
- Includes user technical and training support needed during the software application learning curve

DELIVERABLE #10

- VFA Facility Software
- 48 months for unlimited users
- Budgeting tool – funding impact on FCI
- Reports – 101, 111, & 131
DELIVERABLE #11

- Archibus setup by Cannon Design and Rand – Archibus is a facility management software application used to integrate all aspects of the Division of Buildings’ operations.
- Setup and organize on City’s server per the MIS Department requirements
- Load data from condition assessment, equipment inventory, drawings, & photos in Archibus, and setup tables and reports

DELIVERABLE #11 (cont’d)

- Operations Module setup
- Web frontend for Work Wizard
- On-Demand Work Orders
- Preventative Maintenance Program

DELIVERABLE #11 (cont’d)

- Space Management setup
- CAD overlay with design management
- Document Management – Check in & out drawing online, and manage drawing files electronically
DELIVERABLE #12

- VFA Facility integration to Archibus by Cannon Design and VFA
- Allows updates to VFA Facility or Archibus to be automatically in both databases

DELIVERABLE #13

- Annual maintenance on VFA Facility and Archibus integration by Cannon Design and VFA

DELIVERABLE #14

- Planner/Scheduler services for 1 Year by EGW Personnel Staffing
- Assist the Assessment and Equipment Inventory Teams during data collection
- Developed and prepared a comprehensive Facility Management Plan
- Setup and operated the DOB Call Center: On-Demand work orders, PM Program, and CMMS practices & procedures
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LESSONS LEARNED

Have a good stress management plan in place before you start – it’s a long haul

Communicate, Communicate, & Communicate

Set realistic Goals & Objectives, and develop project phases – have an implementation strategy

Stay focused on the goal(s), but be adaptive

LESSONS LEARNED (cont’d)

Ensure RFP Evaluation Team understands the alignment of goals & objectives with project deliverables

Hire Resultants, not Consultants – understand their business model and capabilities

Be respectful – scope creep & timelines effect budgets

Understand the condition assessment methodology, and how the data will be used
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Q & A

Thank You