

SPU Facilities Management

Focus Area: Operational Excellence
Strategic Objective: Effectiveness & Efficiency
Owner: Judith Cross, Facilities & Real Property Services Division

Summary of proposed action

Take a more strategic, cohesive and holistic approach to managing, providing, and retiring SPU's operational facilities:

1. Address shortages of adequate space and safety requirements for operational work groups
2. Implement a centralized facilities management program
3. Implement a decommissioning program

Description of the problem this action solves

SPU owns and operates about 400 buildings, sites, and other facilities. These facilities are valuable assets if used effectively and a potential liability if not managed well, and can either help or hinder employee productivity and employee safety. We currently lack a strategic approach for planning, managing, constructing, and retiring these assets, particularly our operational facilities. The lack of a deliberate approach results in employee and customer safety issues, liability risks, higher capital and operating costs, and inadequate working space for our employees, equipment, tools, and materials.

More detailed description of the proposed action

There are three distinct parts to this Action Plan:

1. Facilities Construction (CIP) – Add \$17.2M over the six-year period to the 2015-2020 baseline budget of \$64M to address shortages of adequate space for existing and future operational functions for SPU staff, equipment, tools, and materials. SPU operational functions have expanded over the last decade and the facilities housing the field forces have deteriorated, no longer meet space allocation standards, and negatively impact employee safety and wellness. SPU currently approaches facilities solutions in a fragmented, isolated manner, missing opportunities to solve critical space deficiencies and operational efficiencies in a more integrated, comprehensive way. This Action Plan would fund the following, with the main objective focused on resolving the chronic shortage of facilities space for Drainage and Wastewater operations in the City's south end:
 - Interim site tenant improvements for south Drainage and Wastewater operations;
 - Facilities Master Plans for three SPU operational complexes (South Operations, North Operations, and Cedar Falls Phase 2);
 - Design of the North Operations complex; and
 - Design and construction of the South Operations complex.
2. Facilities Management (O&M) – Add 1.0 position (\$85K) to develop and implement a centralized facilities management program for SPU's in-City and regional operational complexes. SPU currently takes a decentralized approach to managing its buildings, sites and other facilities, with no single point of accountability. This Action Plan would create a new position to lead a more cohesive approach to facilities management, establish uniform building maintenance practices, measure and monitor utilities consumption, and create energy resource reduction plans, including development of Strategic Maintenance Plans. The baseline budget is \$0 for centralized facilities management and the amount currently expended across the department is unknown.

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3. Decommissioning (O&M) – Add \$150K per year to decommission (take out of service) above-ground structures that no longer in use for their intended purpose. There is currently no discrete budget for building decommissioning and this type of work is done on a reactive basis. Taking a “do nothing” approach to facilities that are no longer in use results in employee safety, vandalism, public nuisance, and risk liability issues. This Action Plan would fund completing a Condition Assessment of non-functioning buildings and structures, developing decommissioning strategies, deconstructing, demolishing, recycling, or mothballing buildings and above-ground structures. The current list of facilities are: former Water Quality Laboratory, Tolt Lime Soda Ash building, Lake Youngs Corrosion Building, Landsburg Analyzer Building, Cedar Falls Chlorine Building, Small Myrtle Tank, Woodland Park Standpipe and Barton Standpipe.

Benefits of the proposed action

All three parts of this Action plan reduce facilities’ life cycle costs, reduces liabilities, enhances employee and customer safety and security, and improves employee productivity. In addition, implementing a proactive decommissioning program enables SPU to meet industry standards for safety requirements and permissible hazardous materials levels.

Implementation plan and timeline

Activity	2015	2016	2017	2018	2019	2020
1a. South Drainage & Wastewater Operations – Interim site tenant improvements [\$2M]	X	X				
1b. South Operations Complex master plan [\$500K]	X					
1c. South Operations Complex design and construction [\$12.85M] *does not include property purchase		X	X	X	X	X
1d. North Operations Complex master plan [\$400K]			X	X		
1e. North Operations Complex design [\$1M]					X	X
1f. Cedar Falls Phase 2 programming and pre-design [\$450K]					X	X
2. Develop and implement facilities management program [\$85K/yr]	X	X	X	X	X	X
3. Develop and implement facilities decommissioning program [\$150k/yr]	X	X	X	X	X	X

Budget and FTE Changes (in \$000s)

Fund: All three funds.

	2015	2016	2017	2018	2019	2020	Total
O&M Labor	85	85	85	85	85	85	\$510
O&M Non-Labor	150	150	150	150	150	150	\$900
O&M Subtotal	235	235	235	235	235	235	\$1,410
CIP	1,000	3,500	3,150	3,250	3,700	2,600	\$17,200
Total O&M and CIP	\$1,235	\$3,735	\$3,385	\$3,485	\$3,935	\$2,835	\$18,610
FTE	1.00	1.00	1.00	1.00	1.00	1.00	

Plan for evaluating success or progress

For Facilities Construction, utilize the asset management approval process and financial reporting to evaluate the projects’ progress. For Facilities Management and Decommissioning, utilize service agreements to establish annual targets and financial reporting to evaluate the programs’ progress.