



FY2010

**Facilities and Major Projects Division  
BUSINESS PLAN**

**July, 2009**

## TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	3
Mission .....	3
ORGANIZATIONAL CULTURE .....	4
Vision .....	4
Values .....	4
ORGANIZATIONAL CHART .....	5
SERVICES.....	6
CURRENT OPERATING ENVIRONMENT .....	7
External Environment .....	7
Internal Environment .....	7
Regulatory Requirements.....	7
FINANCIAL/OPERATING INFORMATION .....	10
CUSTOMER .....	8
KEY ISSUES .....	9
Near Term Issues.....	9
Long Term Issues .....	9
Past Service Problems and Opportunities to Improve.....	9
COMPETITION.....	9

## EXECUTIVE SUMMARY

This plan reflects the operating philosophy of the Facilities and Major Projects Division to follow a strategic plan that will serve as a guide to achieve our goals of superior customer service and quantifiable performance improvement. This is a working document that will be modified and updated to reflect the City of Fresno's priorities and the changing needs of our internal customers.

Facilities and Major Projects provides centralized building maintenance, repair and improvement services to departments through the City of Fresno. Major Projects delivers major and special capital projects as determined by the City Manager's Office.

The Division provides facilities management services, building maintenance, building modifications/remodels, City Hall services, property management, contract administration and major capital projects and special projects professional project delivery service.

The Division ambitiously endeavors to embody the Organizational Culture outlined on Page 4. The City Vision and Values listed have been integrated into the mission of the Division and are important components in this Business Plan.

All Facilities and Major Projects Division staff are committed to "break through the barriers that hold us back" to truly embody Fresno's Culture of Excellence where people get the best every day.

### Mission

To provide prompt, high quality maintenance and professional project delivery services to ensure that City facilities are efficiently maintained and assures timely and cost effective delivery of capital projects.

# ORGANIZATIONAL CULTURE

## Vision

Fresno: *A culture of excellence where people get the best every day.*

## Values

The Values which support this Vision are brought to mind by the acronym "ACT IT," as follows: **A**ccountability **C**ompassion **T**rust **I**nnovation **T**eamwork. GSD wholeheartedly embraces the City Vision and Values.

We are committed to live out the City Vision and Values each and every day as we strive to deliver the "best service at the best value anywhere" to our customers. Customer service is and always will be our top priority. Our most valuable resource is the department's dedicated staff and our commitment to them is to provide a work environment that motivates, fulfills and instills pride within a framework for success built on the City Vision & Values.

### **A**ccountability

By this we mean we take personal responsibility for our actions. We accept responsibility for the overall outcome of the services we deliver to our customers. We expect to be held accountable for the effectiveness, efficiency, competitiveness and customer satisfaction level of these services.

### **C**ompassion

By this we mean we care about and respect people. We listen with full attention and seek to understand each other and most importantly, our customer. We treat others with respect & courtesy, most especially our customers. We express our appreciation to each other for work well done and to our customers for their support because we well recognize that without them we would not be here.

### **T**rust

By that we mean we believe in each other. We treat setbacks as learning opportunities to provide better service in the future. We keep our word and take customer service commitments seriously. We're open to the ideas of others as we realize there may always be "a better way" and constantly seek these opportunities.

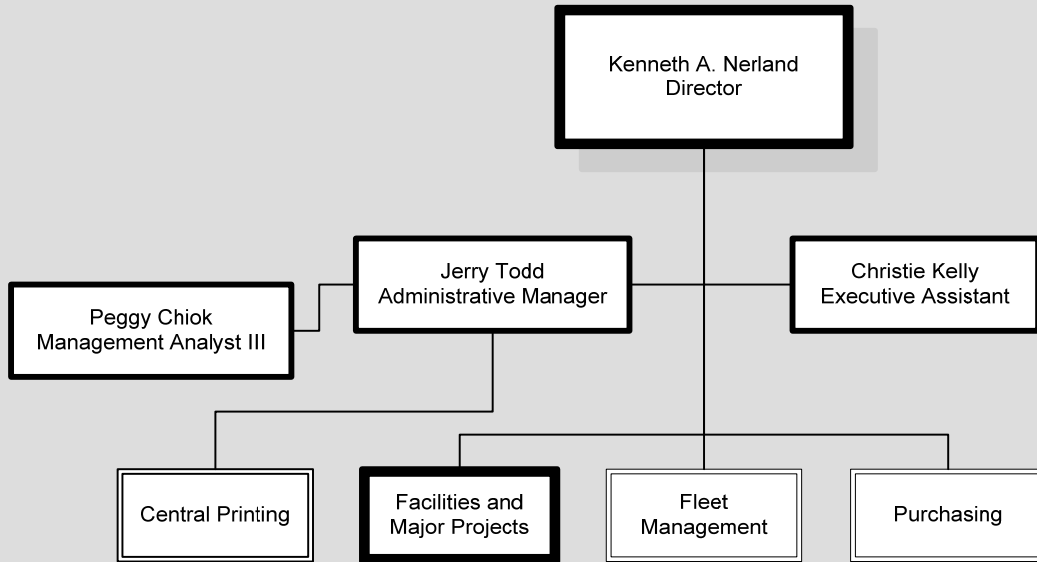
### **I**nnovation

By that we mean we seek new and creative ways to improve our business. We value our employees and foster a work environment that facilitates brainstorming where ideas to provide better customer service thrive.

### **T**eamwork

By that we mean we work together to achieve the City Vision. We utilize our team members' talents regardless of position and hold each other accountable for performance. We recognize and appreciate the efforts and successes of GSD team members.

# ORGANIZATIONAL CHART



1 Facilities and Major Projects Manager	Kelly Riddle
2 Chief of Facilities Maintenance	Frank Fichera
	Jose Gonzalez
1 Senior Project Manager	Mark Johnson
1 Senior Secretary	Vacant
1 Management Analyst III	Melodee Schwamb
1 Management Analyst II	Alma Torres
1 Principal Account Clerk	Penny Hupp
2 Senior Account Clerks	Robin Madrid
	Vacant
2 Project Managers	Pam Parr
	Vacant
3 Air Conditioning Mechanics	Allen Suvanto
	Ron Walker
	Steve Carillo
7 Electricians	Joseph Burgen
	Phillip Goodrich
	Timothy Stevens
	Richard Whiteside
	Jason Willis
	Vacant
	Vacant
1 Locksmith	Jaime Valesco
2 Maintenance Carpenter II	Dennis Ferguson
	Steve Norris
2 Painters	Jeremy Fortunado
	Ricky Platt
2 Property Maint. Leadworkers	Danny Aguirre
	Ulysses Grant
3 Property Maint. Workers II	Paul Geske
	Vacant
	Vacant
1 Property Maint. Worker I	Vacant
1 Roofer	Robert Poplin
1 Plumber	Rudolf Sandoval
1 Storeskeeper	Mark Chretien

# SERVICES

The Division provides facility maintenance, repair and capital project delivery services to City customer departments. Managed contracts include custodial service for City Hall, City Hall Annex, P.D. Headquarters, the MSC and security service for City Hall, MSC and the MSC Annex. Major and special projects as determined by the City Manager's Office are processed to assure timely and cost effective delivery of the projects. The Division coordinates or performs services at the following locations:

- City Hall
- Community Centers
- Parking structures
- City Hall Annex
- P.D. Headquarters
- MSC
- Approximately 500 other City Owned City building and structures

Coordinates or performs the following functions:

- Project Consultation
- New Construction
- Remodeling Services
- Roofing Inspection and Repair
- Re-roof of Existing Facilities
- Carpentry
- Painting
- Electrical repairs, preventive maintenance and special projects
- Plumbing
- Air conditioning repairs, preventive maintenance and special projects
- Furniture purchases, installation and remodels
- Energy Conservation
- Preventative maintenance

Provides property management services for the:

- Records Storage Facility
- Santa Fe Depot
- Chuckchansi Stadium
- Garage #9 Commercial Tenants

The Division is responsible for the following services and systems:

- Lighting
- Heating
- Power distribution
- Fire alarms
- Video cameras
- Telemetry systems
- Scoreboards

## CURRENT OPERATING ENVIRONMENT

### External Environment

The division provides a variety of facility-related services and is frequently called upon to function as the general contractor for customer generated special projects. In that role, Facilities regularly competes with the private sector to ensure that our services are in line with those provided by outside vendors.

### Internal Environmental

Our role is to ensure customer departments receive quality, on-time, competitive services that enable them to meet their goals and objectives.

### Regulatory Requirements

Facilities Management is subject to regulatory requirements at the Local, State and Federal levels. The division is required to meet Cal OSHA, EPA, ADA and local building codes and requirements as well as other governmental regulations in the application of all services provided and must remain currently compliant to changes in those regulations.

## FINANCIAL/OPERATING INFORMATION

### Facilities Management

	2007 Actual	2008 Actual	2009 Actual	2010 Adopted
<b>Resources Required</b>				
Personnel Services	\$3,647,237	\$3,146,364	\$2,625,700	\$2,653,200
Operating	\$6,698,881	\$5,679,995	\$5,495,000	\$3,858,900
Interdepartmental Services	\$919,126	\$984,105	\$953,100	\$758,600
Contingency			\$15,100	
<b>Total</b>	<b>\$11,265,244</b>	<b>\$9,810,464</b>	<b>\$9,088,900</b>	<b>\$7,270,700</b>

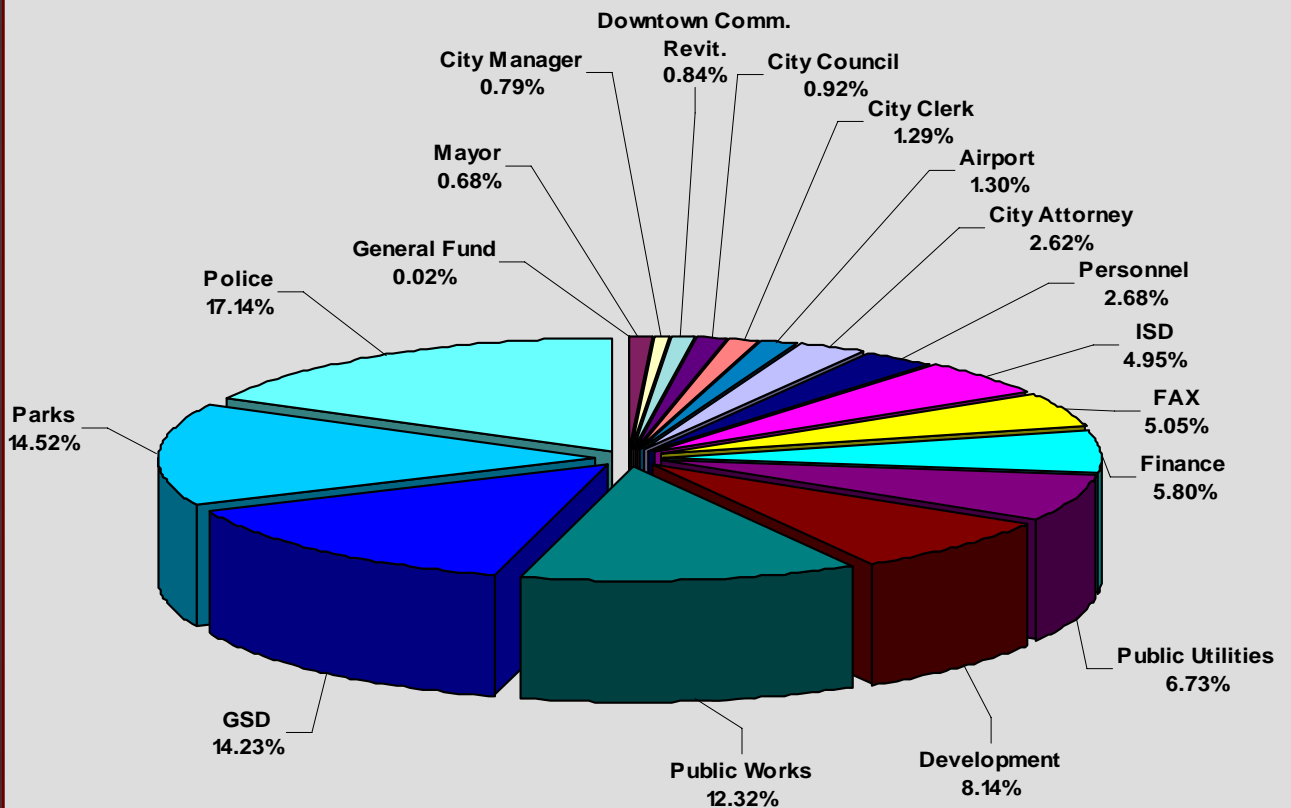
### Municipal Service Center

	2007 Actual	2008 Actual	2009 Actual	2010 Adopted
<b>Resources Required</b>				
Operating	\$315,457	\$349,081	\$368,900	\$432,900
ID Charges	\$180,919	\$186,110	\$277,200	\$192,500
Contingency			\$2,600	
<b>Total</b>	<b>\$496,376</b>	<b>\$535,191</b>	<b>\$648,700</b>	<b>\$625,400</b>

# CUSTOMER

The Division recognizes that priority customer service is essential. We strive to anticipate needs, provide effective solutions, keep customers informed and provide superior value for the cost of services rendered. We will provide competitive service which can be counted on. We appreciate our customers and strive to exceed their expectations. We partner with our customers to help achieve their goals of improving City public services and the quality of life in Fresno. We strive to earn our customers' trust and expect to be held accountable for our actions.

The pie chart below illustrates the division's customers and the proportions of FY2010 budgeted revenues anticipated from each.



## KEY ISSUES

### Near Term Issues

To quantify and prioritize the deferred maintenance items within City facilities, a Facilities Condition Index (FCI) is being completed. These items include chillers, boilers, roofs, ADA, etc. The Division will continue to partner with departments impacted to deal with issues that need immediate attention which are unfunded. All City owned facilities in the Downtown triangle were FCI surveyed by June, 2009. All City owned facilities city-wide will be FCI surveyed by June, 2010. The FCI information will be used to identify needed funding for deferred facilities maintenance on a prioritized, criticality basis.

Additionally, in FY2010 the Division plans to implement a web-based facilities maintenance management system to provide preventive maintenance on a more systematic basis.

The Division is also pursuing a contract for delivery of Job Order Contracting services. This will enable improved responsiveness for special project delivery.

The City Hall chiller is targeted for replacement in the Fall of FY2010.

### Long Term Issues

The Facilities Condition Index has identified a number of major maintenance needs that will require annual budget allocations to address.

### Past Service Problems & Opportunities to Improve

The Division continues to struggle to address increasing service needs due to deferred building maintenance while being conscious of the budget dollars expended. Service delivery prioritized to customer's needs will be accomplished through tracking and clarification of service requirements. The Division will continue to monitor and adjust to these changing facilities maintenance requirements.

## COMPETITION

The Division continues to evaluate and refine our cost management system and operating procedures to ensure that we remain competitive in relation to private vendors.